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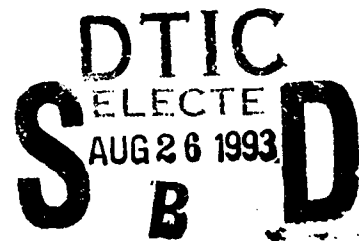


**U.S. Army Research Institute  
for the Behavioral and Social Sciences**

**Research Report 1634**

# **Individual Ready Reserve Infantrymen During Desert Shield/Storm Mobilization: Active Service and Demobilization Experiences**

**Pamela M. Terry, Seward Smith, and Frederick H. Heller**  
U.S. Army Research Institute



**February 1993**

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# **U.S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES**

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Demobilization Experiences**

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## FOREWORD

In January 1991 a partial mobilization of the Individual Ready Reserve (IRR) occurred in conjunction with Operation Desert Storm. Fort Benning was the major processing and training site for the Infantry IRR during this mobilization. Because the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) Fort Benning Field Unit conducts research on collective training and training technology, with particular emphasis on Infantry concerns, the Commanding General of Fort Benning requested the support of ARI-Benning on 23 January 1991 to collect and archive thorough information about the historic mobilization of Infantry Reserves. Two earlier reports presented results of the research on the Infantry IRR soldier early in the mobilization process: performance, concerns, attitudes, and responses to the mobilization process. These results were provided to Fort Benning's senior leadership in June and August of 1991. In October 1991 Fort Benning requested a follow-up examination of the IRR Infantrymen. A follow-up survey was conducted by mail in March and June of 1992 to gain information about the experiences of these soldiers at their assigned units, during mobilization, and upon returning home to civilian status. Results of this follow-up IRR research were provided to Fort Benning's senior leadership in December 1992.



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The authors wish to thank several people who aided in this research and in the preparation of this report. Impetus and guidance for the follow-up effort (as for the original IRR survey) came from John D. Fuller (COL, retired), the former Fort Benning Chief of Staff. We also appreciate the continuing help of Colonel Joe Trez, Commander, Infantry Training Center. Diana Schwendener from ARPERCEN provided access to the addresses of the by then demobilized IRR Infantrymen. We appreciate the help of Morris Peterson, Chief, U.S. Army Personnel Survey Office, who gave valuable council and obtained contractor services for the remailing of the follow-up survey. The ARI staff at Fort Benning as usual gave the extra effort to get the job done, in this case the complexities of mail-out survey preparation and processing. Notable were the efforts of Martha W. Elizondo, Lisa A. Kelly, Carol L. Ried, and Carol J. Bryan. Gene W. Fober helped with data analysis. We appreciate the assistance Carol J. Bryan gave in report preparation and final production. Finally, special thanks to the many IRR soldiers who participated in the original mobilization survey and then a year later gave their time and experiences by filling out the follow-up survey that reached them back home after they demobilized. We hope the feedback they have provided will lead to improvements in Army mobilization.

INDIVIDUAL READY RESERVE INFANTRYMEN DURING THE DESERT SHIELD/STORM  
MOBILIZATION: ACTIVE SERVICE AND DEMOBILIZATION EXPERIENCES

EXECUTIVE SUMMARY

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Requirement:

On 23 January 1991, the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) Fort Benning Field Unit received a request from the Command Group, Fort Benning, to gather data on the Operation Desert Shield mobilization of the Infantry Individual Ready Reserve (IRR) that was just beginning. The major purposes were (1) to gain information that would lead to improved handling of expected later phases of the Desert Shield mobilization and (2) to plan more effectively for any future Infantry mobilizations. ARI's research focused on Infantry IRR soldiers in the early stages of returning to active duty. Research information was collected and provided to the senior leadership of Fort Benning and has been published as ARI Research Report 1610. In October 1991, after the end of the Desert Shield/Storm conflict, the Fort Benning Chief of Staff requested follow-up research on the same IRR soldiers to capture data about the remainder of their mobilization active-duty experiences and about their return home. This second phase of ARI Fort Benning's IRR mobilization research is the subject of this report.

Procedure:

In the already reported, earlier phase of the IRR research, areas of interest and concern regarding the mobilization of the IRR soldiers included skill retention levels; recall, processing, and training procedures; and soldier attitude and background information. The prime areas of interest for the follow-up IRR research included whether soldiers were allowed to remain together as crews or squads upon departing Fort Benning, what was required of them at their receiving units, how well they were integrated into units, whether any problems occurred during demobilization, and how easily they had been able to resume their civilian lives at the conclusion of mobilization. Working in conjunction with the Army Survey Office, the ARI Fort Benning Field Unit conducted a mail survey of Infantry IRR soldiers who had responded to the phase one survey while being mobilized through Fort Benning the previous year.

A mobilization follow-up survey was mailed to those who could be located, and a shortened survey was re-mailed to those who did not respond to the follow-up survey. Responses were received from 775 soldiers (40.4%) who received surveys.

#### Findings:

- Only 13.6% of soldiers reported that their families received any assistance or support from the Army.
- A substantial percentage of soldiers (43.8%) reported problems with military pay after returning home.
- Soldiers who were allowed to remain together as squads or crews with other soldiers from their prior Active Duty unit showed greater confidence in their units, a stronger sense of the importance of their mobilization, and more positive attitudes about the Army.
- Three-fourths of the IRR soldiers wanted to return to their old units but only 3% were given such an assignment.
- IRR soldiers in general did not feel particularly well respected or well integrated into their assigned units.
- Soldiers experienced problems at home in their absence with a greater frequency than they had anticipated.
- Soldiers' attitudes toward the Army and about the mobilization were significantly more positive following than during mobilization.
- Soldiers tended to feel that the effect of the mobilization was to leave their attitudes about the Army unchanged or to make them more negative.
- Many IRR soldiers felt that the Army did not need them and that they should not have been mobilized.

#### Utilization of Findings:

As a result of feedback from the initial survey of IRR Infantry soldiers and with the completion of this follow-up research, considerable information is available to aid in better planning of future Infantry mobilizations.



INDIVIDUAL READY RESERVE INFANTRYMEN DURING THE DESERT SHIELD/STORM  
MOBILIZATION: ACTIVE SERVICE AND DEMOBILIZATION EXPERIENCES

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## **INDIVIDUAL READY RESERVE INFANTRYMEN DURING THE DESERT SHIELD/STORM MOBILIZATION: ACTIVE SERVICE AND DEMOBILIZATION EXPERIENCES**

### **Background and Purposes of IRR Studies**

In January 1991 the Fort Benning command group asked the U.S. Army Research Institute (ARI) Fort Benning Field Unit to gather data on the Operation Desert Shield mobilization of the Infantry Individual Ready Reserve (IRR) that was just beginning. The soldiers recalled to service were those who had only recently left the Army. They were all from the RT-12 pool (members of the Individual Ready Reserve who have been out of active service for 12 months or less). The major purposes of the requested research were (1) to gain information that would lead to improved handling of expected later phases of the Desert Shield mobilization and (2) to plan more effectively for any future Infantry mobilizations. ARI's research covered Infantry IRR soldiers while they were in the early stages of returning to active duty. Research information was collected and provided to the senior leadership of Fort Benning and has been published as ARI Research Reports 1610 and 1621.

The first phase of the IRR research began when ARI Fort Benning received a request for consultative services from the Chief of Staff, Fort Benning, to study the Fort Benning intake of IRR personnel. Guidance about areas of interest included levels of skill retention; analysis of IRR training and recall procedures and administrative processing for recommended improvements; determination of attitudes and attitude changes; and development of demographic data.

Plans for the initial study were developed by ARI along with the U.S. Army Infantry School, Directorate of Training and Doctrine (DOTD), Directorate of Combined Arms and Tactics (CATD), 29th Infantry Regiment, and the Infantry Training Center (ITC). With ITC as prime sponsor, ARI collected survey data on fifteen RT-12 training companies, along with performance and supplementary records data, while they were inprocessing and training at Fort Benning. Results of this effort are reported in Terry, Evans, Heller and Smith (1992). One RT-12 training company was studied in greater detail throughout its entire processing and Fort Benning training to provide more performance data and to provide interpretation for findings from the larger sample (Evans, 1992).

In October 1991, after the end of the Desert Shield/Storm conflict, the Chief of Staff of Fort Benning requested a second research phase, a follow-up involving the same IRR soldiers, to capture data about the remainder of their mobilization active-duty experiences and about their return home. Issues of primary interest were how often soldiers who had been deliberately placed on orders together when leaving Fort Benning had been able to remain together; how soldiers had been utilized in units; how well soldiers had been received in units; and how smoothly the demobilization process had gone. Also of interest was whether problems that soldiers had expected to occur at home in their absence had materialized. This second phase of ARI Fort Benning's IRR mobilization research is the subject of this report.

Similar IRR research was conducted elsewhere. In response to another tasking ARI set up an IRR Training Task Force to examine a broader sample of IRR soldiers involved in the Operation Desert Storm call-up. The Task Force research drew performance and survey data from seven mobilization stations, background data from existing Army data bases, and survey data from 3,051 individuals across Career Management Fields (CMF). This investigation focused on skill decay and performance issues (Wisher, Sabol, Sukenik & Kern, 1991). Results of surveys used in this effort may be found in a report by Steinberg (1991). The Center for Army Lessons Learned (CALL) also examined the reserve mobilization during Desert Storm and published lessons learned (CALL, 1992).

### Follow-up Study Methodology

Addresses were obtained from the Army Personnel Center (ARPERCEN) in St. Louis, Missouri, and surveys (see Appendix A) were mailed in March 1992. An abbreviated survey (see Appendix B) was mailed in June 1992 to those who did not respond to the initial mailing. A reminder card followed two weeks later.

A total of 2,641 Infantry soldiers completed the original survey at Fort Benning. Of these we obtained addresses on 2,164. The remainder either ARPERCEN did not find in the files or had known bad addresses. Of the 2,164 surveys mailed, 775 responses were returned. An additional 246 reminder cards were returned indicating bad addresses. We know from this that no more than 1,918 soldiers could have received questionnaires. The total returned responses of 775 represent only 29.3% of the possible respondents, but they represent a return rate of 40.4% of those who probably received the mailout.

Because follow-up respondents represent only a percentage of the original respondent population, this group was compared to follow-up non-responders from the original group on a number of questions taken from the original survey (Terry et al., 1992) to see if the frequency distributions of their responses appeared to be systematically different. The complete results of these analyses are shown in Appendix C. Only six of the twenty-seven comparisons revealed differences approaching significance. The percentage tables (see Appendix C) showed IRR follow-up respondents (compared with follow-up non-responders from the original sample) were less likely to be married ( $\chi^2(2, n = 2,474) = 8.49, p < .014$ ) and more likely to be in school (college) at the callup ( $\chi^2(5, n = 2,437) = 25.71, p < .001$ ). They were also reliably less likely to expect income loss ( $\chi^2(2, n = 2,321) = 13.98, p < .001$ ) or difficulty of spouse/family management ( $\chi^2(1, n = 2,387) = 22.14, p < .001$ ). They were less likely to have been members of a cohort unit ( $\chi^2(1, n = 2,450) = 6.58, p < .01$ ), and were slightly more likely to expect to go to combat ( $\chi^2(4, n = 2,469) = 9.71, p < .046$ ). The differences between the responding and the non-responding groups may indicate a somewhat biased sub-sample during the follow-up survey. However, there is no way of knowing whether the non-responding IRR soldiers might have answered differently from those who furnished the follow-up data for this report.

## The IRR Soldier and His Assignment

### *A Brief Sketch of the IRR Soldier*

The profile of the typical Infantry IRR soldier, developed from results of the original survey (Terry et al., 1992), showed that he had left Active Duty about 6 months prior to recall at the age of 23 with a rank of Corporal/Specialist 4 after completing about 3 years of service. He had remained fairly well-trained and reasonably physically fit. Although he did not like having his job, schooling and family life interrupted, he returned as called. From the soldier's perspective, he would have preferred more notice, more informative orders, more efficient in-processing and assignment directly to a unit (preferably his old unit). He felt insulted that he was in an Initial Entry Training environment. He thought it very likely that he would go to combat and was not sure whether he was ready. He was concerned about his family. He was frustrated by lack of free time and he was very frustrated by lack of information. He was eager to know what his new assignment would be and would have been happy to be stationed near home. He thought he needed more training, but that he could get it at a unit. In general, he was not very happy with his temporary situation.

The median number of days that these soldiers spent at Fort Benning was 14 (Question 1,  $n = 752$ ). A small number of them (52 or 6.7%,  $n = 775$ ) went directly home from Fort Benning. Reported reasons for this included being not medically qualified, dependent care needs, emergency family situations, and not meeting the weight standard (Question 3,  $n = 27$ ).

### *Unit Assignments*

Of those who were sent to units, most (67.0%) went to Europe and the rest went to other locations both inside and outside the Continental United States (Table 1). Only 15 soldiers (2.1%) reported having gone to Southwest Asia. However, 82.8% expected to go to Southwest Asia while they were at their units (Question 17,  $n = 698$ ). Most (87.6%) remained at the same unit throughout their mobilization (Question 16,  $n = 708$ ).

Table 1  
*Location of Unit to Which Assigned*

Location (Question 15)	Percentages
Southwest Asia	2.1
Europe	67.0
Other - Outside Continental U.S.	5.5
Continental U.S. - Near Home	3.0
Continental U.S. - Not Near Home	22.4

*Note.*  $n = 705$

Most soldiers (76.1%) indicated the desire to return to their old units on the original survey (Terry, et al., 1992), but only 12 (3.1%) reported having been assigned to their old units (Question 14, n = 382). (It should be noted that for many questions for which the number of respondents is very small, this is a result of the question having been eliminated from the abbreviated survey used in the second mailout. Frequently, such questions were eliminated because such a small number of early respondents had indicated that the topic of the question applied to them. Other questions, which were included on both the long and abbreviated surveys, may also have small response rates for the latter reason.)

#### Assignment With Soldiers From the Old Unit

Some senior leaders at Fort Benning believed there would be advantages to soldiers being allowed to serve alongside other soldiers with whom they had trained and in whom they had developed confidence. The expected advantages include cohesion, familiarity, and the teamwork of having trained together. Many soldiers returning to Fort Benning during the Desert Storm Mobilization were reunited with other soldiers whom they knew from the previous unit in which they had served. Many indicated the desire to be assigned together, and Fort Benning personnel honored this request as best they could. Therefore, one objective of the survey was to follow up on the soldier assignments that did occur.

About half (53.1%) of the soldiers reported that they left Fort Benning on orders with soldiers whom they knew from a prior unit (Question 5, n = 706). Of those asked (Question 7, n = 247 (long survey only)), 52.2% were with groups of size 2 to 12 on the orders. The remainder reported leaving alone or with groups not from their old unit (45.4%), or with large groups which included 15 to 100 soldiers from their old unit (2.4%). About half (51.2%) had requested assignment together (Question 9, n = 402) and most (88.7%) were in favor of assignment together (Question 10, n = 398).

The assignment groupings were most often intended to serve as an Infantry squad or as a Bradley crew (Table 2). In about one third (30.9%) of these, soldiers were all able to stay together as a crew or squad; in about another third (35.9%), some of the soldiers were able to stay together; and in the remaining third (33.2%) (Question 11, n = 398), none served together.

Being able to remain together with other soldiers from the prior unit had a strong positive effect on soldier attitudes. Soldiers were grouped by the way they answered Question 11 (all, some, or none having been able to stay together as a group after arriving at their unit). Attitude variables (Questions 27-44 and 80-85) were analyzed by multiple analysis of variance (MANOVA) using these groupings. The overall effect of all, some, or no soldiers remaining together was significant  $F(48,692) = 2.18, p < .0001$ . Results of corresponding analyses of variance (ANOVA) per individual attitude question are reported in Table 3. On almost all questions, means show that the group of soldiers where all had remained together had the most positive attitudes. For almost all questions, those soldiers who had not been able to remain together with their prior unit members were least positive in their answers.

**Table 2**  
***Intended Soldier Assignment Groupings***

Type of Unit (Question 8)	Percentages
Bradley Crew	26.2
Bradley Dismount Team	19.2
Mortar Crew	9.7
TOW Squad	11.7
Infantry Squad	26.4
Other	6.7

*Note.*  $n = 374$

These effects achieved statistical significance beyond the .01 level on seven of 24 attitude ratings and approached significance on a number of others. The seven included unit confidence ratings (whether the crew or squad worked well together, was well prepared and would have performed well in combat); whether the soldier felt his contribution was appreciated; whether he felt the Army needed him; whether he felt his job was important; and whether he found the recall better or worse than expected. Comparable Chi square analyses were also performed, with nearly identical results.

### **Unit Experiences**

#### ***Duty Assignments and Training at the Unit***

Soldiers were asked whether they were utilized in their MOS while at the unit. Most said "yes" (55.1%) or "somewhat" (20.0%) and the remainder said "no" (24.9%) (Question 20,  $n = 704$ ). Comments shown in Appendix D (Questions 19 and 21) are also useful in developing a picture of what was done at the units. Those commenting most often reported their assigned duties to be normal Infantry duties, e.g., Bradley gunner, squad leader (Question 19); and frequently reported their primary activities and functions (Question 21) to have been some type of training. Other frequently reported functions included leader duties, guard duty, cleaning, and maintenance.

Soldiers were specifically asked about the frequency of occurrence of several types of training in the unit (Table 4). More than half of the soldiers reported all types of training except platoon and company level exercises to have occurred once per week or more. Physical training apparently occurred most often (81.7%).

Soldiers were also asked how much training they had needed to do their job during mobilization. Very few (12.6%) felt they needed a lot more. Others felt they needed none (43.5%) or a little (43.9%) (Question 22,  $n = 708$ ). These responses were compared to the comparable question on the original survey (Terry et al., 1992, pp. 8-9) and results showed that soldiers reliably stated that they needed less training ( $M = 1.69$ ) than they had



Table 3  
Effects on Attitudes of Being Allowed to Remain With Soldiers From Prior Unit

Question No.	Attitude or Motivation Variable	Soldiers Remaining Together			F	Probability
		All	Some	None		
28	Well-integrated into unit	3.39	3.41	3.66	2.55	.0796
31	Contribution appreciated	2.65	2.96	3.13	5.50	.0044
32	My job important	2.51	3.03	2.98	4.90	.0080
33	Highly Motivated (Assigned Duties)	2.29	2.52	2.58	2.30	.1016
34	Performed Well	1.73	1.84	1.91	1.37	.2550
35	Crew/Squad worked well together	1.86	2.38	2.82	24.19	.0001
36	Crew/Squad well prepared	2.10	2.54	2.91	14.85	.0001
37	Unit could have performed well in combat	2.10	2.47	2.85	11.09	.0001
38	Should have been send direct to unit	3.02	2.62	2.62	3.44	.0333
39	My motivation remained high	3.24	3.18	3.40	1.29	.2778
40	Attitude improved at unit	3.07	3.30	3.44	2.75	.0651
41	Highly motivated (to do what asked)	2.48	2.71	2.67	1.59	.2054
43	The Army needed me	2.96	3.25	3.53	5.24	.0057
44	I should not have been mobilized	3.26	2.95	2.79	3.41	.0341
80	Attitude toward being mobilized	2.40	2.66	2.81	3.35	.0362
81	Recall better/worse than expected	3.02	3.27	3.52	7.04	.0010
82	Right for IRR to be called up	2.13	2.30	2.47	1.83	.1623
83	Attitude about being subject to recall	2.43	2.69	2.78	2.71	.0676
84	Attitude toward Army	2.69	2.76	3.00	2.90	.0562
85	Mobilization changed attitude toward Army	3.21	3.37	3.44	2.39	.0933
Range of n		119 - 123	139 - 143	128 - 132		

Note. df (2,369) for all analyses. Lower numbers indicate more positive attitudes except for Question 44 where lower numbers indicate more negative attitudes.

Table 4  
Reported Frequency of Training at Unit

Frequency (Questions 18 A-G)	Percentages						
	Individual Weapons Training	Crew-Served Weapons Training	Individual Skills Training	Physical Training	Crew/Squad Training	Platoon Training	Company Training
5-7 Days per Week	14.0	21.3	22.0	50.2	25.8	9.4	7.7
3-4 Days per Week	16.4	16.7	21.1	17.6	17.8	11.6	7.5
1-2 Days per Week	25.2	16.7	21.9	13.9	19.8	16.3	11.0
	55.6	54.7	65.0	81.7	63.4		
3-4 Days per Month	9.2	5.7	7.1	3.9	4.0	9.5	7.1
1-2 Days per Month	9.5	5.1	5.8	3.8	5.3	8.1	7.4
Less than Once per Month	3.8	4.4	3.0	2.0	2.3	3.8	4.7
Never	22.0	30.1	19.1	8.7	25.0	41.3	54.6
(n = )	687	684	691	693	681	682	679

anticipated needing ( $M = 1.83$ ),  $t(177) = 4.13$ ,  $p < .0001$ ). Less than half (43.4%) of the soldiers rated the training received at Fort Benning as helpful for unit tasks (Table 5).

Table 5  
*Rated Helpfulness of Training Received at  
Fort Benning for Duty Assignment Tasks*

Level of Helpfulness (Question 23)	Percentages
Very Helpful	13.4
Helpful	30.0
Not Very Helpful	31.0
Not at all Helpful	25.6

*Note.*  $n = 710$

#### ***IRR Soldier Ratings of Their Units***

Questions 35-37 (Table 6) asked soldiers to rate unit performance. More than half of soldiers agreed that their crew or squad worked well together. About half (51.2%) felt that their crew or squad was well prepared for its assigned mission and that their unit could have performed well in combat (51.5%). About 1 of 5 soldiers chose to neither agree nor disagree with each of these statements and the remainder disagreed.

#### ***Respect for IRR Soldiers at the Unit***

Many of the IRR soldiers felt that they had problems being respected at their units. Only 36.4% agreed that they were treated as equals. Only 22.5% felt that IRR soldiers were well integrated into the unit; and only 30.4% reported being respected by active duty personnel (Table 7). About half of the soldiers disagreed with these statements and the remaining soldiers neither agreed nor disagreed.

#### ***Soldiers' Agreement That They were Needed***

Soldiers were also asked whether they believed that they were needed during the mobilization and whether they made an important contribution. Level of agreement with these statements is shown in Table 8. Soldier opinions on these issues were divided. Less than half (41.7%) agreed that their contributions were appreciated and 36.7% disagreed, while 21.6% remained neutral. Again, less than half (43.9%) agreed that they did an important job and 38.7% disagreed. Only 29.8% agreed that the Army needed them during mobilization while 45.8% disagreed. Finally, 35.9% thought they should have been mobilized and 36% thought they should not have been. These opinions were very likely influenced by the rapidity with which Operation Desert Storm was brought to a successful conclusion.

**Table 6**  
*Reported Agreement With Positive Statements About the Soldiers' Units*

Question Number	Level of Agreement			
	Strongly Agree	Agree	Neither Agree Nor Disagree	Strongly Disagree
35 - My unit worked well together as a crew/squad	23.3	34.1	20.9	11.7 10.0
36 - My crew/squad was well-prepared to perform its assigned mission	22.7	28.5	20.6	13.4 14.8
37 - I am confident that my unit could have performed well in combat	24.6	26.9	21.1	11.7 15.5

*Note. n = 709 (All Questions)*

Table 7  
Reported Agreement With Indicators of Being Respected at the Unit

Question Number	Level of Agreement			
	Strongly Agree	Agree	Neither Agree Nor Disagree	Strongly Disagree
27 - I was treated as an equal by Active Duty Soldiers	10.8	25.6	15.6	21.9
28 - IRR Soldiers were well-integrated into units	4.4	18.1	23.2	21.7
37 - IRR Soldiers were respected by Active Duty personnel	7.9	22.5	19.4	23.5

Note. n = 712 (Question 27); 697 (Question 28); 711 (Question 29)

Table 8  
Reported Agreement With Statements of Being Needed and Appreciated During Mobilization

Question Number	Level of Agreement			
	Strongly Agree	Agree	Neither Agree Nor Disagree	Strongly Disagree
31 - I feel my contribution to Operation Desert Storm was appreciated	13.9 41.7	27.8	21.6	17.8 36.7 18.9
32 - Overall, I feel the job I did during Operation Desert Storm was important	18.5 43.9	25.4	17.4	15.2 38.7 23.5
43 - The Army needed me during this mobilization	11.7 29.8	18.1	24.3	16.0 45.8 29.8
44 - I should never have been mobilized.	24.5 36.0	11.5	28.1	16.7 35.9 19.2

Note. n = 712 (Question 27); 697 (Question 28); 711 (Question 29)

### ***Soldier Self-Reported Capability and Motivation***

Despite many soldiers not feeling needed during mobilization, most (82.4%) felt that they performed their assigned duties well. Most (78.5%) also felt that their physical condition was adequate for the assignment. However, only 56.2% agreed that they were well-trained for the assignment, while 23.2% indicated they were not (Table 9). Only half of the soldiers felt that they were highly motivated to perform assigned duties (54.2%) or to do what was asked of them (48.6%), and only 30.6% agreed that their motivation remained high throughout mobilization. Half (47.1%) indicated that it did not.

In the original survey conducted at Fort Benning, 65 soldiers wrote comments suggesting that they should have been sent directly to units, bypassing the training center environment. However, only 45.0% of those responding to the follow-up survey felt that IRR soldiers should have been sent directly to units (Question 38, n = 713); and only 32.1% agreed that their attitudes improved upon reaching the unit, while 47.7% disagreed with this statement (Question 40, n = 708).

In summary, soldiers' opinions about their unit experiences were varied. Most were at least somewhat utilized in their MOS and half or more indicated weekly training in most areas. About half expressed confidence in their units. However, only about a third or less appeared to feel respected in the unit and only about half or less appeared to feel needed or well-motivated.

### **Demobilization**

The median number of weeks that IRR soldiers spent on Active Duty during mobilization was 7 (Question 53, n = 751); and the median number of days before outprocessing after the conclusion of the 100-hour ground war was 7 (Question 54, n = 716). About three of four (73.0%) soldiers reported that they did receive priority on going home at the conclusion of Operation Desert Storm (Question 56, n = 38).

Forty-two soldiers (5.5%) reported having asked to remain on Active Duty (Question 58, n = 770). Soldiers were released from Fort Dix (56.0%), Fort Jackson (10.7%), their units (10.0%), Fort Benning (8.3%) and other (15.1%) locations (Question 59, n = 411). Outprocessing was rated as better than other similar Army experiences by 29.0%, about the same by 37.4%, and worse by 33.6% (Question 60, n = 773). Problems with outprocessing were reported by 58.0% (Question 61, n = 769). These problems occurred in the areas shown in Table 10.

The greatest frequency of problems was reported in finance (39.2%), followed by personnel records (19.5%) and transportation (18.0%). A substantial percentage (43.8%) of soldiers also reported problems with military pay after returning home (Question 63, n = 761). Comments to Question 63 given in Appendix D shed some light on the nature of these problems. Most who commented stated that they had been billed for overpayment. Some were sure that they had been billed wrongly, and others were not sure how much they should have been paid. Many others stated that

Table 9  
Reported Soldier Agreement to Capability and Motivation During Mobilization

Question Number	Level of Agreement			
	Strongly Agree	Agree	Neither Agree Nor Disagree	Strongly Disagree
30 - I was well-trained to perform my duty assignment	20.6 56.2	35.6	20.6 13.0	10.2 23.2
42 - I was in good enough shape to assume my assignment	41.8 78.5	36.7	9.1 9.5	2.8 12.3
34 - I performed my assigned duties well during mobilization	35.0 82.4	47.4	13.8 2.3	1.6 3.9
33 - I was highly motivated to perform my assign duties	24.8 54.2	29.4	20.5 12.9	12.4 25.3
39 - My motivation remained high throughout mobilization	10.5 30.6	20.1	22.2 24.3	22.8 47.1
41 - I was highly motivated to do what was asked of me during mobilization	16.2 48.6	32.4	28.9 12.9	9.9 22.8

Note. n = 708 (Question 30); 713 (Question 42); 709 (Question 34); 711 (Question 33,39); 710 (Question 41)



they had not received full payment for everything, to include travel, and expenses. Still others complained of a lengthy delay in payment.

Table 10  
*Areas in Which Reported Out-Processing Problems  
Were Experienced*

Out-Processing Areas (Question 62 A-G)	Percentages Reporting Problems
Finance	39.2
Central Issue Facility (CIF)	6.0
Transportation	18.0
Medical	11.3
Dental	8.3
Personnel Records	19.5
Other	6.7

*Note.*  $n = 771$

### Returning Home

#### *Reception*

Soldiers were first asked what type of reception they received when they returned home. Very few (6.9%) had a community-sponsored reception. Most (82.3%) were welcomed by a few friends or family. The remainder were received by no one (7.6%) or gave other responses (3.1%) (Question 64,  $n = 764$ ).

#### *Problems at Home*

In the original survey (Terry et al., 1992, p. 14) IRR soldiers had reported anticipation of problems at home in their absence in a number of areas. On the follow-up survey, soldiers were queried about problems which had actually occurred in these same areas. Results are as shown in Table 11 and will be compared in the text below to corresponding results given by this same sub-sample of soldiers on the original survey.

Follow-up survey results showed that 60.4% of respondents experienced financial problems. On the original survey, 34.9% of respondents had anticipated that they would have financial problems.

Family stress difficulties occurred for 76.5% of follow-up respondents, but were only as bad as or worse than expected for 56.2%. (Original survey results showed 68.6% of IRR soldiers had expected such problems.)

Employment was a problem for 42.8% of IRR soldiers who completed the follow-up questionnaire, but with a severity at least as bad as expected in only 27.9% of cases. (The original survey showed problem expectations in this

area for 17.1% of soldiers.) Business problems (anticipated by 11.2% of original survey respondents) were experienced by 30.1% of IRR follow-up respondents, with a level at least as bad as expected for 16.8%.

Table 11  
*Reported Occurrence of Problems at Home During Mobilization*

Problem Areas (Questions 65 A-G)		Percentages by Problem Severity			
		No Problems	Not as bad As Expected	As Expected	Worse than Expected
Financial	724	39.6	16.9	22.8	20.7
Family Stress	728	23.5	20.2	40.1	16.2
Employment	713	57.2	14.9	14.6	13.3
Business	645	69.9	13.3	11.8	5.0
Property	656	73.2	11.4	11.4	4.0
Education	683	44.2	9.7	26.6	19.5

Problems with education were encountered by 55.8% of Soldiers and with expected severity or greater by 46.1% (Problems were expected by 29.7% of original survey respondents.) Property problems were encountered by 26.8% of follow-up respondents (not reported in original survey). Percentages indicating other problems (expected by 10.0% of initial survey respondents) probably do not truly reflect problem occurrence because of the small number of respondents answering this question. Keeping in mind that follow-up survey respondents were only a subset of the original population, and thus comparisons are not direct, it appears that problems in most areas did occur with greater frequency than was anticipated and at an equal or greater level of severity, with the possible exception of family stress.

Soldiers were also asked whether their absence from home led to any specific negative outcomes. Only 11.9% indicated that it did. The types of outcomes verbally described are summarized in Appendix D (Question 69, n = 755) and reflect the categories addressed in Question 65, A-G.

In response to an inquiry as to whether soldiers believed any change in a relationship in their lives was caused or precipitated by their having left home for mobilization, 68.7% said "no" (Question 67, n = 767). Of the remainder, 15.4% reported having lost a girlfriend, gotten a divorce (3.9%), gotten married or engaged (6.1%), reconciled (.8%), lost child custody (.4%), or other (4.7%) (see comments at Appendix D.)

### ***Family and Relationships***

Only 13.6% of soldiers reported their families having received any assistance or support from the Army (Question 70, n = 765). Comments (Appendix D) revealed this to have been primarily in the form of information.

Many soldiers (81.5%) had also reported on the original survey (Terry et al., 1992, p. 15) that they believed their spouses and other family members would have difficulty managing in their absence. This question was also followed up. Since Chi-square analyses (Appendix D) previously discussed showed that the follow-up sample might have differed from the remainder of the original sample on this variable (expecting a lower level of spouse difficulty), the follow-up results (Table 12) should be interpreted with caution. However, the responses given by follow-up respondents on the original surveys are shown on Table 12. As can be seen by comparing the two percentage distributions, more soldiers noted spouse management to be less difficult after returning home. A *t*-test between the means for these two items revealed that responses on the follow-up questionnaire (*M* = 2.11) were significantly more positive than were those for the original survey (*M* = 2.32), *t* (187) = 3.27, *p* = .0013.

### ***Finances***

Most soldiers (61.2%) reported having neither gained nor lost income (Question 71A, n = 730). Only 8.4% gained income and 30.4% lost income during mobilization. Of those who gained, the range of gain was \$40.00 to \$7,000.00, with a median gain of \$1,000.00 (Question 71B, n = 55). Of those who lost income, the reported range was \$100.00 to \$40,000.00, with a median loss of \$1,500.00 (Question 71C, n = 588). Only 10.4% of soldiers reported having employers who fully or partially made up the difference in pay (Question 72, n = 755). Only one fourth or less of soldiers had employers who continued their health benefits during mobilization (25.6%) (Question 73A, n = 289 (original survey only)), their life insurance (22.8%) (Question 73B, n = 281 (original survey only)), or other benefits (20.5%) (Question 73C, n = 263 (original survey only)).

### ***Employment***

Most IRR soldiers who responded to Question 74 (n = 662), reported that they returned to their same company after mobilization (55.7% to their old job; 5.3% to a better job, and 4.7% to a worse job. Of those who did not (Question 75, n = 128), 34.3% had found better jobs, 26.6% had found jobs as good, 16.4% had found worse jobs, 17.2% had not found jobs and 5.5% had not looked for work).

### ***Education***

Soldiers were asked (Question 78, n = 727), if they were attending school at the time of recall, whether they had been able to get a refund or to complete their courses. About half (48.7%) had not been in school. Of those in school, 36.7% had received full refunds and 2.3% had been able to complete their courses. (The remaining 12.3% gave other responses to include less than

full refunds, completion of some courses, and "do not know."). Of 379 soldiers for whom Question 79 was applicable, only 78.9% had been able to successfully re-enter school upon return home.

Table 12  
*Difficulty of Spouse and/or Family Management  
in the Soldier's Absence*

Responses	Percentages	
	Original Survey	Follow-up Survey
Fairly easy	21.1	32.3
Somewhat difficult	40.0	34.4
Very difficult	25.0	23.8
Don't know	13.9	9.5

*Note.*  $n = 700$  (Original survey);  $n = 759$  (follow-up survey)

#### Attitudes Following Mobilization

The majority of soldiers (57.5%) rated their recall experience as about the same as or better than they had expected (Table 13). This result was about the same as that given by these soldiers on the original survey ( $M=3.29$ , original survey;  $M = 3.31$ , follow-up survey). However, soldier attitudes about the Army, about having been mobilized, and about being subject to recall were significantly better after than during mobilization (Table 14). The distributions of these responses are shown in Tables 15-17.

These tables show that 40.4% of soldiers liked the Army and 25.8% disliked it. Almost half (48.7%) were positive about having been mobilized and 28.5% were negative. A substantial number (43.0%) were positive about being subject to recall and 24.8% were negative.

Most soldiers (62.9%) agreed that it was right for the IRR to be called up. Another 17.5% would neither agree nor disagree and 19.6% disagreed with this statement. A number of comments had been received on the original survey that IRR should not have been called up. However, those holding that opinion may have been in the minority, or opinions may have changed following mobilization (Question 82,  $n = 773$ ).

Finally, half (51.7%) of the soldiers indicated no change in their attitudes toward the Army as a result of mobilization. Only 10.8% felt that their attitudes were better and 37.5% felt that their attitudes had grown worse (Question 85,  $n = 772$ ).

**Table 13**  
*Rating of Recall Experience as Compared to Expectations*

Responses	Percentages	
	Original Survey	Revised Survey
Much better	3.0	4.9
Better	16.6	18.1
About the same	39.0	34.5
Worse	25.4	25.6
Much worse	16.0	16.9

*Note.*  $n = 720$  (Original survey); 770 (revised survey)

**Table 14**  
*Comparison of Soldier Attitudes on Original and Follow-up Surveys*

Attitude Topic	Mean Original Survey	Mean Follow-up Survey	t-value (df)	Probability
Liking for the Army	3.83	2.86	5.47 (94)	.0001
Being Mobilized	3.75	2.75	9.73 (195)	.0001
Being subject to recall	3.96	2.75	7.33 (94)	.0001

*Note.* On the original survey, soldier's were asked how well they liked the Army after leaving Active Duty rather than at the time of survey.

Table 15  
*Liking the Army*

Responses	Percentage	
	Original Survey	Follow-up Survey
Liked very much	3.3	11.7
Liked	16.4	28.7
Neither liked nor disliked	25.0	33.9
Disliked	16.2	13.5
Disliked very much	30.6	12.3

*Note.*  $n = 302$  (Original survey);  $n = 771$  (follow-up survey)

Table 16  
*Feelings About Being Mobilized*

Responses	Percentage	
	Original Survey	Follow-up Survey
Very Positive	6.5	18.2
Positive	13.2	30.5
Neutral	26.4	22.9
Negative	17.1	14.7
Very Negative	36.8	13.8

*Note.*  $n = 712$  (Original survey);  $n = 770$  (follow-up survey)

**Table 17**  
**Feelings About Being Subject to Recall Under IRR Status**

Responses	Percentage	
	Original Survey	Follow-up Survey
Very Positive	2.9	20.4
Positive	7.8	22.6
Neutral	26.6	32.1
Negative	17.9	11.5
Very Negative	44.9	13.3

*Note.*  $n = 301$  (Original survey);  $n = 773$  (follow-up survey)

#### Comments

A number of soldiers provided comments on various questions as well as general comments at the end of the survey. Comments on specific questions (Appendix D) are useful in the interpretation of statistical results. General comments (Appendix E) were transcribed verbatim for all IRR soldiers who answered the follow-up survey. Sixty-three soldiers commented and in some cases wrote lengthy and detailed discussions of their experiences. Overall the comments provide insight into those things that were problematic in individual cases and provide useful ideas into ways to improve mobilization procedures. At the least they represent a most interesting, readable, and informative account of what occurred.

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## **APPENDIX A: FULL IRR FOLLOW-UP SURVEY**

### **CONTENTS OF THE COVER LETTER SENT TO IRR SOLDIERS**

When you were at Fort Benning in January/February of 1991 during the mobilization for Operation Desert Storm, you completed a survey administered by the U.S. Army Research Institute for the Commanding General of Fort Benning. On that survey, many of you expressed concerns about what would be happening at home in your absence, your future assignments, being subjected to a training center environment, and the effects of mobilization on your futures.

The Chief of Staff, Fort Benning, has requested that we follow-up on those concerns. We would like to know about your assignments and your experiences at the unit; what happened during demobilization; and what effects mobilization had on your civilian life.

We would very much appreciate your completing this follow-up survey and returning it to us by 1 April 1992. (If your survey was delayed in reaching you because of an incorrect address, we will accept it past that date.) A stamped, self-addressed envelope has been provided for your convenience in returning the survey.

The collective (not individual) results of the survey you completed at Fort Benning were provided to the Commanding General, Fort Benning; to the Commander, Forces Command; and to the Deputy Chief of Staff for Personnel, Department of the Army. We believe that this information will be used in the planning of future mobilizations.

Information is available from us on the results of the original survey. If you would like to receive this information, you may contact us or write your request on the back page of your follow-up survey.

We thank you for completing the original survey and we thank you in advance for completing this one. You have provided valuable information that could not have been gained otherwise.

## FULL IRR FOLLOW-UP SURVEY

For each question which has numbered answers, please put the number of the answer you choose in the blank beside the question number. For other questions, fill in blank lines with information as appropriate.

Name (optional) \_\_\_\_\_ SSAN (optional) \_\_\_\_\_

Mobilization reporting date \_\_\_\_\_

- \_\_\_\_\_ 1. How many days were you at Fort Benning during your mobilization?
- \_\_\_\_\_ 2. Did you return home from Fort Benning rather than being sent to a unit? (1) yes (2) no
- \_\_\_\_\_ 3. If you returned home, why?
- |                                   |                                |
|-----------------------------------|--------------------------------|
| (1) Not MOS qualified             | (4) Dental problems            |
| (2) Not medically qualified       | (5) Necessary dependent care   |
| (3) Did not meet weight standards | (6) Emergency family situation |
| (7) Other: _____                  |                                |
- \_\_\_\_\_ 4. What type(s) of military unit experience did you have prior to your 1991 mobilization?
- |   |
|---|
| (1) Active Component unit experience only               |
| (2) Reserve Component unit experience only              |
| (3) Both, with more recent Active Component experience  |
| (4) Both, with more recent Reserve Component experience |
| (5) Neither, Initial Entry Training only                |
| (6) Other, please explain. _____                        |

**IF YOU RETURNED HOME FROM FORT BENNING AND WERE NEVER ASSIGNED TO A UNIT, PLEASE SKIP TO QUESTION 53.**

### UNIT FOLLOW-UP

- \_\_\_\_\_ 5. When you left Fort Benning, were you on orders with other soldiers also leaving Fort Benning that you had known from a prior unit? (1) yes (2) no  
(If not, skip to Question 13.)
- \_\_\_\_\_ 6. How many of you were together on these orders?
- \_\_\_\_\_ 7. How many of these (including yourself) were from your old unit?
- \_\_\_\_\_ 8. When you were put on orders together, were you intended to serve together as a . . . ?
- |                           |                            |
|---------------------------|----------------------------|
| (1) Bradley crew          | (4) TOW squad              |
| (2) Bradley dismount team | (5) Infantry squad (light) |
| (3) Mortar crew           | (6) Other _____            |

(Turn over to back of page.)

### PRIVACY ACT STATEMENT

Public Law 93-573, called the Privacy Act of 1974, requires that you be informed of the purpose and uses to be made of the information collected. The Department of the Army may collect the information requested in this questionnaire under the authority of 10 United States Code 137. Providing information in this questionnaire is voluntary. Failure to respond to any particular questions will not result in any penalty. The information collected in this questionnaire will be used solely for research purposes. Social Security Numbers and names are requested only for tracking and control purposes. Your responses will be held in strict confidence. No one outside the research team will have access to individual data.

This personnel data collection form was developed for the U.S. Army Infantry Center by the U.S. Army Research Institute Fort Benning Field Unit pursuant to its research mission, as prescribed in AR 10-7.

- \_\_\_ 9. Had you requested to be assigned together? (1) yes (2) no
- \_\_\_ 10. Were you in favor of being assigned together? (1) yes (2) no
- \_\_\_ 11. When you arrived at your unit, were you able to stay together as a crew or squad?  
 (1) yes, all of us (2) yes, some of us (3) no, none of us
- \_\_\_ 12. Did you form a complete crew or squad or were other soldiers needed to fill in?  
 (1) we were complete (3) we remained incomplete  
 (2) other soldiers filled in (4) not applicable, we were split up
- > 13. When you left Fort Benning, to what unit were you assigned?
- 13-A. Company \_\_\_\_\_ Battalion \_\_\_\_\_ Division \_\_\_\_\_
- 13-B. Installation/Duty Station \_\_\_\_\_
- 13-C. Date received orders \_\_\_\_\_ 13-D. Date arrived at unit \_\_\_\_\_
- \_\_\_ 14. Was the unit you were assigned to your old (pre-mobilization) unit? (1) yes (2) no
- \_\_\_ 15. Where was the unit you were assigned to located?  
 (1) Southwest Asia (4) United States (near home)  
 (2) Europe (5) United States (not near home)  
 (3) Other outside United States: \_\_\_\_\_
- \_\_\_ 16. Did you remain with this unit for the entire period of mobilization? (1) yes (2) no
- \_\_\_ 17. Did the unit you were assigned to expect to go to Southwest Asia?  
 (1) Yes, we were deployed to Southwest Asia.  
 (2) Yes, we expected to be deployed to Southwest Asia, but we were not.  
 (3) No, we never expected to be deployed to Southwest Asia.
- > 18. How often did you have any of the following training in your unit?  
 (Please answer Questions 17 A-G using the following scale.)  
 (1) 5-7 days a week (5) 1-2 days a month  
 (2) 3-4 days a week (6) less than once a month  
 (3) 1-2 days a week (7) never  
 (4) 3-4 days a month (less than weekly)
- \_\_\_ 18-A. individual weapons training
- \_\_\_ 18-B. crew-served weapons training
- \_\_\_ 18-C. individual skills training (first aid, NBC, land nav, etc.)
- \_\_\_ 18-D. physical training
- \_\_\_ 18-E. crew/squad training
- \_\_\_ 18-F. platoon training exercises
- \_\_\_ 18-G. company training exercises
- \_\_\_ 19. What were your assigned duties at the unit? \_\_\_\_\_
- \_\_\_ 20. Were you utilized in your MOS? (1) yes (2) somewhat (3) no

21. What duty activities and functions did you perform most often at your unit?

\_\_\_\_\_

22. How much training did you need to do your military job during mobilization?

(1) None, I was ready (2) A little more of some training (3) A lot more of some training

23. How helpful to you was the training you received at Fort Benning for the tasks in your duty assignment?

(1) Very helpful (2) Helpful (3) Not very helpful (4) Not at all helpful

24. What training that you received at Fort Benning was the most helpful? \_\_\_\_\_

\_\_\_\_\_

25. What training received at Fort Benning should be deleted? \_\_\_\_\_

\_\_\_\_\_

26. What training should be added to the training you received at Fort Benning? \_\_\_\_\_

\_\_\_\_\_

Please indicate your *agreement or disagreement* with *Statements 27-44* using the following scale:

(1) Strongly agree (2) Agree (3) Neither agree nor disagree (4) Disagree (5) Strongly disagree

- \_\_\_\_\_ 27. I was treated as an equal by active duty soldiers while deployed.  
\_\_\_\_\_ 28. IRR soldiers were well integrated into the units during Desert Storm.  
\_\_\_\_\_ 29. IRR soldiers were respected by active duty personnel.  
\_\_\_\_\_ 30. I was well-trained to perform my duty assignment.  
\_\_\_\_\_ 31. I feel that my contribution to Operation Desert Storm was appreciated.  
\_\_\_\_\_ 32. Overall, I feel that the job I did during Operation Desert Storm was important.  
\_\_\_\_\_ 33. I was highly motivated to perform my assigned duties.  
\_\_\_\_\_ 34. I performed my assigned duties well during mobilization.  
\_\_\_\_\_ 35. My unit worked well together as a crew/squad.  
\_\_\_\_\_ 36. My crew or squad was well-prepared to perform its assigned mission.  
\_\_\_\_\_ 37. I am confident that my unit did/could have perform(ed) well in combat.  
\_\_\_\_\_ 38. IRR soldiers should have been sent directly to units, not training centers.  
\_\_\_\_\_ 39. My motivation remained high throughout mobilization.  
\_\_\_\_\_ 40. My attitude toward being mobilized improved once I reached my unit.  
\_\_\_\_\_ 41. I was highly motivated to do what was asked of me during mobilization.  
\_\_\_\_\_ 42. I was in good enough physical shape to assume my active duty assignment.  
\_\_\_\_\_ 43. The Army needed me during this mobilization.  
\_\_\_\_\_ 44. I should never have been mobilized.

---> 45. Did you receive any of the following for your service during the mobilization?

(Please circle the letter of all that apply.)

45-A. Combat Infantryman Badge

45-B. Southwest Asia Service Medal

45-C. Army Achievement Medal

45-D. Army Commendation Medal

45-E. Bronze Star

45-F. Silver Star

45-G. Purple Heart

45-H. Other \_\_\_\_\_

(Turn over to back of page.)

## COMBAT EXPERIENCES IN SOUTHWEST ASIA

(Answer Questions in this section *only* if you served in *Southwest Asia*, if not, skip to *Question 53*.)

- \_\_\_ 46. How many weeks did you serve in Southwest Asia during Operation Desert Storm?
- > 47. Which of the following experiences did you have *IN SOUTHWEST ASIA*.  
(Please circle the letter of all that apply.)
- |                                  |  |
|----------------------------------|--|
| 47-A. I was in combat.           | 47-E. I witnessed American casualties.   |
| 47-B. I was under direct fire.   | 47-F. I witnessed allied casualties.     |
| 47-C. I was under indirect fire. | 47-G. I witnessed enemy casualties.      |
| 47-D. I took enemy prisoners.    | 47-H. I used a weapon against the enemy. |
- \_\_\_ 48. How realistic was your National Training Center (NTC) experience compared to the combat environment of Operation Desert Storm?
- |  |                                       |
|--|---------------------------------------|
| (1) Does not apply (no NTC experience) | (4) Neither realistic nor unrealistic |
| (2) Very realistic                     | (5) Unrealistic                       |
| (3) Realistic                          | (6) Very unrealistic                  |
- \_\_\_ 49. How much training did you need for combat in Southwest Asia?
- (1) None, I was ready    (2) A little more of some training    (3) A lot more of some training
- \_\_\_ 50. How helpful to you was the training you received at Fort Benning for combat in Southwest Asia?
- (1) Very helpful    (2) Helpful    (3) Not very helpful    (4) Not at all helpful
- \_\_\_ 51. Were you in tough (good) enough physical condition for combat?
- (1) yes    (2) no    (3) not sure
- \_\_\_ 52. Were you ready for combat?
- |                              |                                  |                  |
|------------------------------|----------------------------------|------------------|
| (1) yes, I am sure I was     | (2) yes, I think I was           | (3) I don't know |
| (4) no, I do not think I was | (5) no, I am sure that I was not |                  |

## DEMOBILIZATION

- \_\_\_ 53. How many weeks were you on active duty during mobilization?
- \_\_\_ 54. At the conclusion of the 100-hour ground war of Operation Desert Storm, how many days was it before you started outprocessing? (*If you outprocessed before this, put 0.*)
- \_\_\_ 55. Did IRR soldiers receive a priority on returning home/demobilizing after Operation Desert Storm? (1) yes    (2) no
- \_\_\_ 56. Was this priority enforced for you? (1) yes    (2) no
- \_\_\_ 57A. Following Operation Desert Storm, were you:
- |                              |                                      |
|------------------------------|--------------------------------------|
| (1) Released back to the IRR | (3) Allowed to remain on Active Duty |
| (2) Discharged               | (4) Released to a Reserve Unit       |
| (5) Other, what? _____       |                                      |
- > 57B. Date released/discharged/re-enlisted \_\_\_\_\_

- \_\_\_\_ 58. Did you request to remain on active duty?  
 (1) yes (2) no
- \_\_\_\_ 59. Where were you released from (or re-enlisted into) the Active Army?  
 (1) Your unit of assignment (3) Fort Jackson  
 (2) Fort Dix (4) Fort Benning  
 (5) Other \_\_\_\_\_
- \_\_\_\_ 60. How would you rate the overall quality and efficiency of the outprocessing experience compared with your other Army experience?  
 (1) much better (2) better (3) about the same (4) worse (5) much worse
- \_\_\_\_ 61. Did you experience any problems with outprocessing? (1) yes (2) no
- > 62. If there were outprocessing problems, in what areas were these?  
 (Please circle the letter of all that apply.)  
 62-A. Finance 62-E. Medical  
 62-B. CIF 62-F. Dental  
 62-C. Transportation 62-G. Personnel Records  
 62-D. Other \_\_\_\_\_
- \_\_\_\_ 63. Did you encounter problems with your military pay after you returned home? (1) yes (2) no  
 If yes, what? \_\_\_\_\_
- \_\_\_\_ 64. How well were you received in your community when you returned from mobilization?  
 (1) Community-sponsored welcoming events (4) No one welcomed me.  
 (2) A few friends/supporters welcomed me. (5) Other \_\_\_\_\_  
 (3) Only close friends/family welcomed me. \_\_\_\_\_

#### FAMILY CONCERNS

When first surveyed, a number of you had concerns about your family's ability to cope in your absence, the effect of your absence on personal relationships, what would happen to your business or your job, and your education and career plans. We would like to follow-up on these concerns.

65. Did you experience the problems that you had expected in the following areas?  
 (Please answer Questions 61 A-G using the following scale.)  
 (1) no, there were no problems or very minor ones (3) yes, just as I expected  
 (2) no, not as bad as I expected (4) yes, worse than I expected
- \_\_\_\_ 65-A. financial  
 \_\_\_\_ 65-B. family stress  
 \_\_\_\_ 65-C. employment  
 \_\_\_\_ 65-D. business  
 \_\_\_\_ 65-E. property  
 \_\_\_\_ 65-F. education  
 \_\_\_\_ 65-G. other \_\_\_\_\_
- \_\_\_\_ 66. What is your current marital status?  
 (1) Single (2) Married (3) Separated (4) Divorced (5) Widowed

(Turn over to back of page.)

- \_\_\_\_\_ 67. Have you experienced any significant change in a relationship that you believe was caused or precipitated by your leaving home to be mobilized?  
(1) no (5) yes, reconciled to wife  
(2) yes, separation/divorce (6) yes, married fiancée  
(3) yes, lost a girlfriend/fiancée (7) yes, engaged to girlfriend  
(4) yes, lost custody of child(ren) (8) yes, other \_\_\_\_\_
- \_\_\_\_\_ 68. Overall, how difficult was it for your spouse and/or others at home to manage in your absence?  
(1) fairly easy (2) somewhat difficult (3) very difficult (4) don't know
- \_\_\_\_\_ 69. Did your absence from your family during mobilization lead to any specific negative outcomes?  
(1) yes (2) no  
  
If yes, please describe briefly. \_\_\_\_\_  
\_\_\_\_\_
- \_\_\_\_\_ 70. Did your family receive any assistance or support from any Army agency or program while you were mobilized? (1) yes (2) no  
  
If yes, please describe briefly. \_\_\_\_\_  
\_\_\_\_\_
- \_\_\_\_\_ 71A. What was the overall financial impact of being mobilized on you and your family? (Please consider special benefits (e.g., lower mortgage interest rates), business losses, additional business or personal expenses, and other related gains or losses in addition to changes in income.)  
  
(1) Neither gained nor lost  
----> (2) Overall, I gained 71-A. \$ \_\_\_\_\_ amount  
----> (3) Overall, I lost 71-B. \$ \_\_\_\_\_ amount
- \_\_\_\_\_ 72. During mobilization did your civilian employer make up the difference between your civilian and your military pay?  
(1) Yes, fully (2) Yes, partially (3) No (4) I was unemployed
- \_\_\_\_\_ 73. During mobilization did your civilian employer continue your:  
\_\_\_\_\_ 73-A. health benefits? (1) yes (2) no  
\_\_\_\_\_ 73-B. life insurance benefits? (1) yes (2) no  
\_\_\_\_\_ 73-C. other benefits? (1) yes (2) no What? \_\_\_\_\_
- \_\_\_\_\_ 74. If you had a job when you were called-up, did you return to the same company?  
(1) Yes, to my old job. (4) No, the company did not offer me my job back.  
(2) Yes, to a better job. (5) I chose not to go back to the same job.  
(3) Yes, to a worse job.
- \_\_\_\_\_ 75. If you did not go back to your old job/company, have you found a new job?  
(1) Not applicable, went back to my old job/company. (4) Yes, I found a worse job.  
(2) Yes, I found a job about as good as my old one. (5) I have looked, but not found a job.  
(3) Yes, I found a better job. (6) I have not looked for a job.

76. If you were in business for yourself, how financially sound is your business today compared to before your mobilization.  
(1) Does not apply (2) Better (3) About the same (4) Worse  
(5) I had to close my business.
77. If you were in business, considering all factors, how much of what has happened to your business do you think is because of your having been mobilized?  
(1) Does not apply (2) All of it (3) Most of it (4) Some of it  
(5) None of it
78. If you were attending school at the time you were first called up, were you able either to complete the term (semester/quarter) of work when you returned or to get a refund of tuition?  
(1) I was not in school (5) Completed some courses/refunded for all others  
(2) Do not know yet (4) Received a full tuition refund  
(3) Completed term with full credit (6) Not fully refunded for dropped courses  
(7) Other, please explain \_\_\_\_\_
79. If you were in school or had applied to school prior to being called-up, have you been able to successfully re-enter school?  
(1) Does not apply - I was not in school/had not applied  
(2) yes  
(3) no, I lost my place on the waiting list  
(4) no, unable to get the courses I need  
(5) no, other \_\_\_\_\_

#### POST-MOBILIZATION OPINIONS

80. Overall, how do you feel about having participated in this mobilization?  
(1) Very positive (2) Positive (3) Neutral (4) Negative (5) Very Negative
81. Overall, was what you encountered during the recall better or worse than expected?  
(1) Much better (2) Better (3) About the same (4) Worse (5) Much worse
82. Do you agree that it was right that members of the IRR who had remaining service obligations were called up during Operation Desert Storm?  
(1) Strongly agree (2) Agree (3) Neither agree/disagree (4) Disagree (5) Strongly disagree
83. How do you feel about being subject to recall under IRR status?  
(1) Very positive (2) Positive (3) Neutral (4) Negative (5) Very Negative
84. How do you feel about the Army today?  
(1) Like it very much (2) Like it (3) Neither like nor dislike it (4) Dislike it  
(5) Dislike it very much
85. Do you believe that your attitude toward the Army changed during the course of your mobilization experience?  
(1) yes, it got much better (2) yes, it got better (3) no, it stayed the same  
(4) yes, it got worse (5) yes, it got much worse

PLEASE INCLUDE ANY COMMENTS YOU WOULD LIKE TO ADD ON THE BACK OF THIS PAGE.



## This image shows a full page of white paper with horizontal black ruling lines. The lines are evenly spaced and run across the width of the page, providing a template for handwriting practice or general writing. There are no margins, text, or other markings on the page.

## APPENDIX B: ABBREVIATED IRR FOLLOW-UP SURVEY

For each question which has numbered answers, please put the number of the answer you choose in the blank beside the question number. For other questions, fill in blank lines with information as appropriate.

Name (optional) \_\_\_\_\_ SSAN (optional) \_\_\_\_\_

Mobilization reporting date \_\_\_\_\_

- \_\_\_\_\_ 1. How many days were you at Fort Benning during your mobilization?
- \_\_\_\_\_ 2. Did you return home from Fort Benning rather than being sent to a unit? (1) yes (2) no
- \_\_\_\_\_ 3. If you returned home, why?
- |                                   |                                |
|-----------------------------------|--------------------------------|
| (1) Not MOS qualified             | (4) Dental problems            |
| (2) Not medically qualified       | (5) Necessary dependent care   |
| (3) Did not meet weight standards | (6) Emergency family situation |
| (7) Other: _____                  |                                |
- \_\_\_\_\_ 4. What type(s) of military unit experience did you have prior to your 1991 mobilization?
- |   |
|---|
| (1) Active Component unit experience only               |
| (2) Reserve Component unit experience only              |
| (3) Both, with more recent Active Component experience  |
| (4) Both, with more recent Reserve Component experience |
| (5) Neither, Initial Entry Training only                |
| (6) Other, please explain. _____                        |

**IF YOU RETURNED HOME FROM FORT BENNING AND WERE NEVER ASSIGNED TO A UNIT, PLEASE SKIP TO QUESTION 53.**

### UNIT FOLLOW-UP

- \_\_\_\_\_ 5. When you left Fort Benning, were you on orders with other soldiers also leaving Fort Benning that you had known from a prior unit? (1) yes (2) no  
(If not, skip to Question 13.)
- \_\_\_\_\_ 6. How many of you were together on these orders?
- \_\_\_\_\_ 7. How many of these (including yourself) were from your old unit?
- \_\_\_\_\_ 8. When you were put on orders together, were you intended to serve together as a . . . ?
- |                           |                            |
|---------------------------|----------------------------|
| (1) Bradley crew          | (4) TOW squad              |
| (2) Bradley dismount team | (5) Infantry squad (light) |
| (3) Mortar crew           | (6) Other _____            |

*(Turn over to back of page.)*

### PRIVACY ACT STATEMENT

Public Law 93-573, called the Privacy Act of 1974, requires that you be informed of the purpose and uses to be made of the information collected. The Department of the Army may collect the information requested in this questionnaire under the authority of 10 United States Code 137. Providing information in this questionnaire is voluntary. Failure to respond to any particular questions will not result in any penalty. The information collected in this questionnaire will be used solely for research purposes. Social Security Numbers and names are requested only for tracking and control purposes. Your responses will be held in strict confidence. No one outside the research team will have access to individual data.

This personnel data collection form was developed for the U.S. Army Infantry Center by the U.S. Army Research Institute Fort Benning Field Unit pursuant to its research mission, as prescribed in AR 10-7.

- \_\_\_ 9. Had you requested to be assigned together? (1) yes (2) no
- \_\_\_ 10. Were you in favor of being assigned together? (1) yes (2) no
- \_\_\_ 11. When you arrived at your unit, were you able to stay together as a crew or squad?  
(1) yes, all of us (2) yes, some of us (3) no, none of us
- \_\_\_ 12. Did you form a complete crew or squad or were other soldiers needed to fill in?  
(1) we were complete (3) we remained incomplete  
(2) other soldiers filled in (4) not applicable, we were split up
- > 13. When you left Fort Benning, to what unit were you assigned?
- 13-A. Company \_\_\_\_\_ Battalion \_\_\_\_\_ Division \_\_\_\_\_
- 13-B. Installation/Duty Station \_\_\_\_\_
- 13-C. Date received orders \_\_\_\_\_ 13-D. Date arrived at unit \_\_\_\_\_
- \_\_\_ 14. Was the unit you were assigned to your old (pre-mobilization) unit? (1) yes (2) no
- \_\_\_ 15. Where was the unit you were assigned to located?  
(1) Southwest Asia (4) United States (near home)  
(2) Europe (5) United States (not near home)  
(3) Other outside United States: \_\_\_\_\_
- \_\_\_ 16. Did you remain with this unit for the entire period of mobilization? (1) yes (2) no
- \_\_\_ 17. Did the unit you were assigned to expect to go to Southwest Asia?  
(1) Yes, we were deployed to Southwest Asia.  
(2) Yes, we expected to be deployed to Southwest Asia, but we were not.  
(3) No, we never expected to be deployed to Southwest Asia.
- > 18. How often did you have any of the following training in your unit?  
(Please answer Questions 17 A-G using the following scale.)  
(1) 5-7 days a week (5) 1-2 days a month  
(2) 3-4 days a week (6) less than once a month  
(3) 1-2 days a week (7) never  
(4) 3-4 days a month (less than weekly)
- \_\_\_ 18-A. individual weapons training
- \_\_\_ 18-B. crew-served weapons training
- \_\_\_ 18-C. individual skills training (first aid, NBC, land nav, etc.)
- \_\_\_ 18-D. physical training
- \_\_\_ 18-E. crew/squad training
- \_\_\_ 18-F. platoon training exercises
- \_\_\_ 18-G. company training exercises
- \_\_\_ 19. What were your assigned duties at the unit? \_\_\_\_\_
- \_\_\_ 20. Were you utilized in your MOS? (1) yes (2) somewhat (3) no

21. What duty activities and functions did you perform most often at your unit?

22. How much training did you need to do your military job during mobilization?

(1) None, I was ready (2) A little more of some training (3) A lot more of some training

23. How helpful to you was the training you received at Fort Benning for the tasks in your duty assignment?

(1) Very helpful (2) Helpful (3) Not very helpful (4) Not at all helpful

24. What training that you received at Fort Benning was the most helpful?

25. What training received at Fort Benning should be deleted?

26. What training should be added to the training you received at Fort Benning?

Please indicate your *agreement or disagreement* with *Statements 27-44* using the following scale:

(1) Strongly agree (2) Agree (3) Neither agree nor disagree (4) Disagree (5) Strongly disagree

27. I was treated as an equal by active duty soldiers while deployed.

28. IRR soldiers were well integrated into the units during Desert Storm.

29. IRR soldiers were respected by active duty personnel.

30. I was well-trained to perform my duty assignment.

31. I feel that my contribution to Operation Desert Storm was appreciated.

32. Overall, I feel that the job I did during Operation Desert Storm was important.

33. I was highly motivated to perform my assigned duties.

34. I performed my assigned duties well during mobilization.

35. My unit worked well together as a crew/squad.

36. My crew or squad was well-prepared to perform its assigned mission.

37. I am confident that my unit did/could have perform(ed) well in combat.

38. IRR soldiers should have been sent directly to units, not training centers.

39. My motivation remained high throughout mobilization.

40. My attitude toward being mobilized improved once I reached my unit.

41. I was highly motivated to do what was asked of me during mobilization.

42. I was in good enough physical shape to assume my active duty assignment.

43. The Army needed me during this mobilization.

44. I should never have been mobilized.

45. Did you receive any of the following for your service during the mobilization?

(Please circle the letter of all that apply.)

45-A. Combat Infantryman Badge

45-B. Southwest Asia Service Medal

45-C. Army Achievement Medal

45-D. Army Commendation Medal

45-E. Bronze Star

45-F. Silver Star

45-G. Purple Heart

45-H. Other

(Turn over to back of page.)

## COMBAT EXPERIENCES IN SOUTHWEST ASIA

(Answer Questions in this section *only* if you served in *Southwest Asia*, if not, skip to *Question 53*.)

- \_\_\_\_\_ 46. How many weeks did you serve in Southwest Asia during Operation Desert Storm?
- > 47. Which of the following experiences did you have *IN SOUTHWEST ASIA*.  
(Please circle the letter of all that apply.)
- |                                  |  |
|----------------------------------|--|
| 47-A. I was in combat.           | 47-E. I witnessed American casualties.   |
| 47-B. I was under direct fire.   | 47-F. I witnessed allied casualties.     |
| 47-C. I was under indirect fire. | 47-G. I witnessed enemy casualties.      |
| 47-D. I took enemy prisoners.    | 47-H. I used a weapon against the enemy. |
- \_\_\_\_\_ 48. How realistic was your National Training Center (NTC) experience compared to the combat environment of Operation Desert Storm?
- |  |                                       |
|--|---------------------------------------|
| (1) Does not apply (no NTC experience) | (4) Neither realistic nor unrealistic |
| (2) Very realistic                     | (5) Unrealistic                       |
| (3) Realistic                          | (6) Very unrealistic                  |
- \_\_\_\_\_ 49. How much training did you need for combat in Southwest Asia?
- (1) None, I was ready    (2) A little more of some training    (3) A lot more of some training
- \_\_\_\_\_ 50. How helpful to you was the training you received at Fort Benning for combat in Southwest Asia?
- (1) Very helpful    (2) Helpful    (3) Not very helpful    (4) Not at all helpful
- \_\_\_\_\_ 51. Were you in tough (good) enough physical condition for combat?
- (1) yes    (2) no    (3) not sure
- \_\_\_\_\_ 52. Were you ready for combat?
- |                              |                                  |                  |
|------------------------------|----------------------------------|------------------|
| (1) yes, I am sure I was     | (2) yes, I think I was           | (3) I don't know |
| (4) no, I do not think I was | (5) no, I am sure that I was not |                  |

## DEMOBILIZATION

- \_\_\_\_\_ 53. How many weeks were you on active duty during mobilization?
- \_\_\_\_\_ 54. At the conclusion of the 100-hour ground war of Operation Desert Storm, how many days was it before you started outprocessing? (*If you outprocessed before this, put 0.*)
- \_\_\_\_\_ 55. Did IRR soldiers receive a priority on returning home/demobilizing after Operation Desert Storm? (1) yes    (2) no
- \_\_\_\_\_ 56. Was this priority enforced for you? (1) yes    (2) no
- \_\_\_\_\_ 57A. Following Operation Desert Storm, were you:
- |                              |                                      |
|------------------------------|--------------------------------------|
| (1) Released back to the IRR | (3) Allowed to remain on Active Duty |
| (2) Discharged               | (4) Released to a Reserve Unit       |
| (5) Other, what? _____       |                                      |
- > 57B. Date released/discharged/re-enlisted \_\_\_\_\_

- \_\_\_\_ 58. Did you request to remain on active duty?  
       (1) yes                      (2) no
- \_\_\_\_ 59. Where were you released from (or re-enlisted into) the Active Army?  
       (1) Your unit of assignment                      (3) Fort Jackson  
       (2) Fort Dix                                      (4) Fort Benning  
               (5) Other \_\_\_\_\_
- \_\_\_\_ 60. How would you rate the overall quality and efficiency of the outprocessing experience compared with your other Army experience?  
       (1) much better      (2) better      (3) about the same      (4) worse      (5) much worse
- \_\_\_\_ 61. Did you experience any problems with outprocessing?      (1) yes      (2) no
- > 62. If there were outprocessing problems, in what areas were these?  
       (Please circle the letter of all that apply.)  
       62-A. Finance                                      62-E. Medical  
       62-B. CIF    62-F. Dental  
       62-C. Transportation                              62-G. Personnel Records  
       62-D. Other \_\_\_\_\_
- \_\_\_\_ 63. Did you encounter problems with your military pay after you returned home?      (1) yes      (2) no
- If yes, what? \_\_\_\_\_
- \_\_\_\_ 64. How well were you received in your community when you returned from mobilization?  
       (1) Community-sponsored welcoming events                      (4) No one welcomed me.  
       (2) A few friends/supporters welcomed me.                      (5) Other \_\_\_\_\_  
       (3) Only close friends/family welcomed me.                      \_\_\_\_\_

#### FAMILY CONCERNS

When first surveyed, a number of you had concerns about your family's ability to cope in your absence, the effect of your absence on personal relationships, what would happen to your business or your job, and your education and career plans. We would like to follow-up on these concerns.

- \_\_\_\_ 65. Did you experience the problems that you had expected in the following areas?  
       (Please answer Questions 61 A-G using the following scale.)  
       (1) no, there were no problems or very minor ones                      (3) yes, just as I expected  
       (2) no, not as bad as I expected                                      (4) yes, worse than I expected
- \_\_\_\_ 65-A. financial  
 \_\_\_\_ 65-B. family stress  
 \_\_\_\_ 65-C. employment  
 \_\_\_\_ 65-D. business  
 \_\_\_\_ 65-E. property  
 \_\_\_\_ 65-F. education  
 \_\_\_\_ 65-G. other \_\_\_\_\_
- \_\_\_\_ 66. What is your current martial status?  
       (1) Single      (2) Married      (3) Separated      (4) Divorced      (5) Widowed

(Turn over to back of page.)

\_\_\_\_\_ 67. Have you experienced any significant change in a relationship that you believe was caused or precipitated by your leaving home to be mobilized?

- (1) no (5) yes, reconciled to wife  
(2) yes, separation/divorce (6) yes, married fiancée  
(3) yes, lost a girlfriend/fiancée (7) yes, engaged to girlfriend  
(4) yes, lost custody of child(ren) (8) yes, other \_\_\_\_\_

\_\_\_\_\_ 68. Overall, how difficult was it for your spouse and/or others at home to manage in your absence?

- (1) fairly easy (2) somewhat difficult (3) very difficult (4) don't know

\_\_\_\_\_ 69. Did your absence from your family during mobilization lead to any specific negative outcomes?

- (1) yes (2) no

If yes, please describe briefly. \_\_\_\_\_

\_\_\_\_\_ 70. Did your family receive any assistance or support from any Army agency or program while you were mobilized? (1) yes (2) no

If yes, please describe briefly. \_\_\_\_\_

\_\_\_\_\_ 71A. What was the overall financial impact of being mobilized on you and your family? (Please consider special benefits (e.g., lower mortgage interest rates), business losses, additional business or personal expenses, and other related gains or losses in addition to changes in income.)

- (1) Neither gained nor lost  
--> (2) Overall, I gained 71-A. \$ \_\_\_\_\_ amount  
--> (3) Overall, I lost 71-B. \$ \_\_\_\_\_ amount

\_\_\_\_\_ 72. During mobilization did your civilian employer make up the difference between your civilian and your military pay?

- (1) Yes, fully (2) Yes, partially (3) No (4) I was unemployed

\_\_\_\_\_ 73. During mobilization did your civilian employer continue your:

- \_\_\_\_\_ 73-A. health benefits? (1) yes (2) no  
\_\_\_\_\_ 73-B. life insurance benefits? (1) yes (2) no  
\_\_\_\_\_ 73-C. other benefits? (1) yes (2) no What? \_\_\_\_\_

\_\_\_\_\_ 74. If you had a job when you were called-up, did you return to the same company?

- (1) Yes, to my old job. (4) No, the company did not offer me my job back.  
(2) Yes, to a better job. (5) I chose not to go back to the same job.  
(3) Yes, to a worse job.

\_\_\_\_\_ 75. If you did not go back to your old job/company, have you found a new job?

- (1) Not applicable, went back to my old job/company. (4) Yes, I found a worse job.  
(2) Yes, I found a job about as good as my old one. (5) I have looked, but not found a job.  
(3) Yes, I found a better job. (6) I have not looked for a job.

\_\_\_\_\_ 76. If you were in business for yourself, how financially sound is your business today compared to before your mobilization.

- (1) Does not apply      (2) Better      (3) About the same      (4) Worse  
(5) I had to close my business.

\_\_\_\_\_ 77. If you were in business, considering all factors, how much of what has happened to your business do you think is because of your having been mobilized?

- (1) Does not apply      (2) All of it      (3) Most of it      (4) Some of it  
(5) None of it

\_\_\_\_\_ 78. If you were attending school at the time you were first called up, were you able either to complete the term (semester/quarter) of work when you returned or to get a refund of tuition?

- (1) I was not in school      (5) Completed some courses/refunded for all others  
(2) Do not know yet      (4) Received a full tuition refund  
(3) Completed term with full credit      (6) Not fully refunded for dropped courses  
(7) Other, please explain \_\_\_\_\_

\_\_\_\_\_ 79. If you were in school or had applied to school prior to being called-up, have you been able to successfully re-enter school?

- (1) Does not apply - I was not in school/had not applied  
(2) yes  
(3) no, I lost my place on the waiting list  
(4) no, unable to get the courses I need  
(5) no, other \_\_\_\_\_

#### POST-MOBILIZATION OPINIONS

\_\_\_\_\_ 80. Overall, how do you feel about having participated in this mobilization?

- (1) Very positive      (2) Positive      (3) Neutral      (4) Negative      (5) Very Negative

\_\_\_\_\_ 81. Overall, was what you encountered during the recall better or worse than expected?

- (1) Much better      (2) Better      (3) About the same      (4) Worse      (5) Much worse

\_\_\_\_\_ 82. Do you agree that it was right that members of the IRR who had remaining service obligations were called up during Operation Desert Storm?

- (1) Strongly agree      (2) Agree      (3) Neither agree/disagree      (4) Disagree      (5) Strongly disagree

\_\_\_\_\_ 83. How do you feel about being subject to recall under IRR status?

- (1) Very positive      (2) Positive      (3) Neutral      (4) Negative      (5) Very Negative

\_\_\_\_\_ 84. How do you feel about the Army today?

- (1) Like it very much      (2) Like it      (3) Neither like nor dislike it      (4) Dislike it  
(5) Dislike it very much

\_\_\_\_\_ 85. Do you believe that your attitude toward the Army changed during the course of your mobilization experience?

- (1) yes, it got much better      (2) yes, it got better      (3) no, it stayed the same  
(4) yes, it got worse      (5) yes, it got much worse

PLEASE INCLUDE ANY COMMENTS YOU WOULD LIKE TO ADD ON THE BACK OF THIS PAGE.



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## **APPENDIX C: ORIGINAL AND FOLLOW-UP SURVEY SAMPLE COMPARISONS**

The Infantry IRR soldiers who were mobilized and came to the intake center at Fort Benning received the original IRR survey. The follow-up IRR survey, given approximately a year later, was returned by 29.3 percent of the soldiers in the original sample (40.4 percent of those for whom we had suitable addresses). Because the reduced sample size could mean systematic differences between the two answering groups, the original IRR responders who did not return the follow-up survey (Non-respondents) were compared with those who did return the second survey (Follow-up Respondents) on variables from the original survey. Chi Square analyses are shown below for the comparisons and are followed by frequency tables for those variables which showed differences at the .05 level of confidence (6 out of 27).

Item Number	Item	n	Chi-square	df	Probability
6.	Marital status?	2474	8.49	2	.014*
9.	Attending college at recall?	2437	25.71	5	.000*
11.	Expected problems at home?				
	(A) financial	2495	1.82	1	.178
	(B) family stress	2495	1.54	1	.215
	(C) employment	2495	.53	1	.469
	(D) business/property	2495	.57	1	.452
	(E) education	2495	.05	1	.820
	(F) other	2495	.10	1	.749
12.	Expected ease or difficulty of spouse/family management in soldier absence?	2387	22.14	1	.000*
n23A.	Reason for leaving Active service?	861	8.87	7	.262
24A.	Left civilian job for recall?	2457	2.64	1	.104
25A.	Expected income loss during recall	2321	13.98	2	.001*
n26.	Attitude toward Army?	1038	7.32	5	.198
n27.	Attitude toward being subject to recall?	1043	5.32	4	.256
38.	Ever trained at the NTC or JRTC?	2432	4.38	3	.223
39.	Ever been OPFOR at NTC or JRTC?	2408	4.50	3	.213
43.	Rated training needed for assignment?	2422	1.36	2	.508
44.	Rated training needed for combat?	2413	.06	2	.972
47A.	Member of COHORT unit?	2450	6.58	1	.010*
47C.	Prefer reassignment with old unit?	2391	.43	1	.513
51.	Expected likelihood of combat?	2469	9.71	4	.046*
52.	Attitude toward combat assignment?	2451	5.41	4	.248
53.	Ready for combat situation?	2459	5.96	4	.202
54.	Attitude toward recall at first notice?	2452	5.95	4	.203
59.	Recall better or worse than expected?	2453	8.38	4	.079
60.	Attitude now about being recalled?	2438	4.03	4	.402
n61A.	Problems in training unit?	1003	.07	1	.796

\*Frequency distribution (percentage) tables for those variables marked with an asterisk (\*) follow.

**6. Marital Status?**

	<u>Married</u>	<u>Single</u>	<u>Divorced</u>
Follow-up Respondents	29.30	66.99	3.71
Non-respondents	34.29	60.85	4.87

**9. Attending College at time of recall?**

	<u>College</u>	<u>Vocational School</u>	<u>Graduate School</u>	<u>Other School</u>	<u>Not in School</u>	<u>Unknown</u>
Follow-up Respondents	43.91	3.60	.69	8.17	40.86	2.77
Non-respondents	34.05	4.66	.35	8.16	48.34	4.43

**12. Expected ease/difficulty of spouse management in soldier absence?**

	<u>Fairly Easy</u>	<u>Somewhat Difficult</u>	<u>Very Difficult</u>	<u>Don't Know</u>
Follow-up Respondents	21.14	40.00	25.00	13.86
Non-respondents	17.43	34.02	34.26	14.29

**25A. Expected income loss during recall?**

	<u>Yes, Lose</u>	<u>No, Same</u>	<u>No, Gain</u>
Follow-up Respondents	45.86	31.95	22.19
Non-respondents	53.68	29.42	16.90

**47A. Member of a COHORT Unit?**

	<u>Yes</u>	<u>No</u>
Follow-up Respondents	18.26	81.74
Non-respondents	22.93	77.07

51. Expected likelihood of combat?

	Very Likely	Somewhat Likely	Possible, not Likely	Very Unlikely	Don't Know
Follow-up Respondents	42.54	32.60	15.06	1.80	8.01
Non-respondents	42.46	30.60	12.89	2.87	11.17

#### APPENDIX D: SPECIFIC COMMENTS AND FREQUENCIES

##### Question

- Q3(7). If you returned home, why?  
1 Release of IRR
- Q4(6). What type(s) of military unit experience did you have prior to your 1991 mobilization?  
1 Infantry unit  
1 Navy  
2 National Guard  
1 PMOS experience  
1 Active Combat, "Just Cause"  
1 I'm a paratrooper, didn't want to be with legs
- Q5. When you left Fort Benning, were you on orders with other soldiers that you had known from a prior unit?  
1 We all went Drum-Benning-Germany as a squad, but strictly for admin purposes  
1 Never told for sure
- Q8(6). When you were put on orders together, were you intended to serve together as a...?  
1 Friends  
5 Went to different units/platoons/teams  
4 Unknown individuals  
2 Bradley crew member  
1 Guards  
3 Mech Unit  
1 On blanket order  
1 Together until we hit Germany  
1 Ten of us together leaving Benning, split up except for two
- Q9. Had you requested to be assigned together?  
1 We were put together by accident
- Q11. When you arrived at your unit, were you able to stay together as a crew or squad?  
1 Same platoon  
1 About 70 of us, all light, stayed together  
1 We were in the same platoon; not broken down into crews or squads
- Q13. When you left Fort Benning, to what unit were you assigned?  
1 The Louisiana National Guard, it sucked, we should have been assigned to a regular unit
- Q15(3). Where was the unit you were assigned to located?  
3 Alaska  
1 Peacekeeping force in Egypt

- 9 Hawaii
- 1 Who knows - we kept moving around.
- 9 Germany (Mainz, Aushaffenberg)
- 1 Fort Hood

- Q17. Did the unit you were assigned to expect to be deployed to Southwest Asia?**
- 1 Yes, but it was kept a secret the whole time.
  - 1 Some platoons from our company went to Asia
  - 1 We had no idea what was going to happen next
  - 1 We never expected to go, but later found out they were going and just lied to us.
- Q18. How often did you have any of the following training in your unit?**
- 1 Not enough equipment to effectively train.
- Q19. What were your assigned duties at the unit?**
- 135 Bradley commander/gunner/driver/dismount team
  - 121 Platoon/squad/section/team leader
  - 71 Rifleman/squad member
  - 98 Individual/crew served weapons (M60, mortar, M16, SAW, TOW)
  - 3 POL/armorer
  - 35 Guard duty/CQ
  - 52 Details, cleaning, garrison functions
  - 30 Training (for deployment).
  - 14 Driver (truck, HMMWV, etc.)
  - 57 None or do not know
  - 7 RTO/commo
  - 1 Supply
  - 3 Company clerk/mail clerk
  - 1 Prepare to move to Southwest Asia
  - 1 Transportation
  - 1 First line replacement cannon fodder
  - 1 Excess, not needed
  - 1 Staff assistant
- Q20. Were you utilized in your MOS?**
- 1 Only very slightly
- Q21. What duty activities & functions did you perform most at your unit?**
- 94 Individual/team/squad/crew training
  - 66 Bradley commander/gunner/driver/dismount training
  - 31 MOS/basic training tasks (BRM, D&C, first aid, etc.)
  - 52 Individual/crew served weapon training
  - 52 Training (for deployment)
  - 52 Physical Training
  - 70 Little or none/wait
  - 20 Inprocessing/outprocessing
  - 62 Guard duty/CQ
  - 13 Formations
  - 97 Details/cleaning/garrison functions
  - 24 Vehicle/weapons maintenance

**35 Platoon/squad/team leader functions**

- 7 Driver
- 2 Special operations
- 1 Supply
- 3 Company clerk/typing
- 1 Division Scout
- 1 Not assigned to unit
- 1 Anti-terrorist activities
- 1 I was put in a TOW vehicle in an Echo driver slot which I knew nothing about.
- 1 Mailroom
- 1 Played golf
- 1 Office
- 2 Inspection
- 3 Trained others

**Q22. How much training did you need to do your military job during mobilization?**

- 1 Only out a year; some were out over five years.

**Q23. How helpful was the training you got at Fort Benning for the tasks in your duty assignment?**

- 2 It was a joke.
- 1 Good refresher.
- 1 Not out that long; still fresh.
- 2 Not at all, I had ETS'd 2 months prior to call up
- 1 Our trainers knew less than we did
- 1 All training helps for combat
- 1 Good review of required tasks
- 1 We knew more than the drill sergeants

**Q24. What training that you received at Ft Benning was the most helpful?**

- 47 PT
- 54 None
- 52 NBC
- 35 Bradley training
- 69 Individual/crew served weapons
- 4 Administrative time
- 5 Range
- 27 Individual/team/squad/crew training
- 15 Everything
- 33 First Aid
- 4 Land navigation
- 22 MOS/basic training tasks
- 22 Refresher training
- 1 Transportation
- 2 When treated like prior service and not trainee.
- 1 MOUT

**Q25. What training received at Ft Benning should be deleted?**

- 4 MOUT
- 11 NBC



- 18 (Reserve) drill sergeants.
- 29 Being treated like trainees.
- 81 None
- 13 Individual/squad training
- 2 Safety films
- 10 Shorten/concentrate training
- 73 MOS/basic training tasks
- 30 Everything
- 3 PT
- 5 Call for fire
- 2 Train at unit
- 1 Inprocessing
- 1 We received training from ill-informed reserve drill sergeants. They should train with active duty drill sergeants.

**Q26. What training should be added to the training you received at Ft. Benning?**

- 26 Bradley training (gunnery, dismounted, UCOFT, etc)
- 43 Individual/crew served weapons
- 28 PT
- 8 Hand-to-hand/bayonet
- 23 Land navigation
- 13 Basic training/common tasks
- 16 MOS training (mines, commo, MOUT, etc.)
- 50 Squad/crew/platoon training
- 44 None
- 5 Transition counseling
- 10 More time for in-depth training
- 8 Theater-specific training
- 8 NBC
- 4 Motivation/more discipline
- 2 Qualified instructors
- 1 Advanced tactics
- 6 Identification techniques
- 1 Assign directly to unit
- 1 Option to attend real schools
- 1 Jump refresher course
- 1 CPR
- 1 POW information
- 1 commo
- 1 call for fire

**Q28. IRR solders were well integrated into the units during Desert Storm.**

- 2 We were kept separate.

**Q29. IRR soldiers were respected by active duty personnel.**

- 1 Treated us like POW's.
- 1 Except for personnel in charge.

**Q30. I was well trained to perform my duty assignment.**

- 7 Before mobilization/already well trained
  - 1 Training was of little or no use.
- Q31. I feel my contribution to Operation Desert Storm was appreciated.
- 1 By civilians but not the active army.
  - 1 Only by other soldiers.
- Q33. I was highly motivated to perform my assigned duties.
- 1 Fort Benning, yes; Germany, no. CPT more interested in looking good than training.
  - 1 If with others from old unit, would have needed less time to train.
- Q35. My unit worked well together as a crew/squad.
- 1 Not enough time to be cohesive.
- Q37. I am confident that my unit did/could have perform(ed) well in combat.
- 1 If given the chance.
  - 1 Due to self-motivation.
  - 1 If given more time to train.
  - 1 Never really integrated.
- Q38. IRR soldiers should have been sent directly to units, not training centers.
- 1 To their former units.
  - 2 Depends on their original ETS date. (time since active duty)
  - 1 Active duty IRR's only.
  - 1 There were several NG and Reserves without proper training
  - 1 After Training Centers, Bradley crews and dismount teams should have gone to units of previous discharge. Being in a unit of people you did not know and only trained together for 30 days is very uncomfortable. Felt like a misfit unit.
- Q40. My attitude toward being mobilized improved once I reached my unit.
- 1 It only got worse.
- Q43. The Army needed me during this mobilization.
- 2 They might have if things got worse
- Q44. I should never have been mobilized.
- 1 Call me up to fight, not to sit around.
- Q45H. Did you receive any of the following for your service during the mobilization?
- 172 National Defense Service Ribbon
  - 27 Overseas Ribbon
  - 5 Army Lapel Pin
  - 5 Letter/certificate of appreciation/achievement
  - 3 Armed Forces Medal
  - 1 Soldier's Medal

- Q52. Were you ready for combat?  
1 had been before recall.
- Q54. At the conclusion of the 100-hour ground war of Operation Desert Storm, how many days was it before you started outprocessing?  
1 2 weeks after Active Duty personnel started
- Q55. Did IRR soldiers receive a priority on returning home/demobilizing after Operation Desert Storm?  
1 IRR were the only ones demobilizing at the time.  
1 Excellent job of re-deploying IRR troops
- Q56. IRR soldiers received a priority on returning home/demobilizing after Operation Desert Storm? Was this priority enforced for you?  
1 Yes, except CO decided to finish training before outprocessing anyone  
1 IRR soldiers were held by the brass to clean and recondition the training areas, buildings, etc. at Fort Polk  
1 Somewhat  
1 Great job
- Q57(5). Following Operation Desert Storm, were you:  
1 Allowed to remain for 120 days.  
2 Sent home  
1 Given choice to remain active  
1 Switched to a different unit  
1 Had surgery at Ft Benning
- Q58. Did you request to remain on Active Duty?  
1 No, only because of thousands of troops and a small staff at Dix.
- Q59(5). Where were you released from (or re-enlisted into) the Active Army?  
8 Fort Lewis, WA  
22 Presidio of San Francisco, CA  
2 Fort Stewart, GA  
6 Fort Drum  
1 Fort Dix  
1 Fort McClellan  
1 Europe  
1 Fort Benjamin Harrison  
1 155 ARNG (MS)  
1 Fort Carson, Co
- Q60. How would you rate the overall quality and efficiency of the outprocessing experience compared with your other Army experience?  
1 Good job considering conditions.  
1 Lost dental records  
1 Pretty good

- Q61. Did you experience any problems with outprocessing?**  
 1 Very minor ones  
 1 My IRR ID card expires 3 years too early
- Q62d. If there were outprocessing problems, in what area were these?**  
 1 Unit of assignment  
 5 Records problems  
 13 Inprocessing/outprocessing personnel  
 5 Time consuming  
 4 No/lost travel orders  
 1 Billed for over payment  
 2 Transportation home  
 1 Would not pull wisdom teeth  
 2 Overall efficiency  
 1 Not received DD 214 (personnel records)  
 1 Took, 2 extra days because sent from FRG with no orders  
 1 C&G and orders  
 1 Completely understaffed  
 1 All  
 1 Organization  
 1 No LES's ever given
- Q63. Did you encounter problems with your military pay after you returned home?**  
 85 Billed for over payment (Wrongly. some believed)  
 11 No/late W-2/LES form  
 66 Wrong pay/not paid everything  
 18 Pay problems  
 7 Financial problems (taxes, VHA, VA, etc)  
 30 Delay in or not getting pay/refund for expenses  
 7 Wrong/useless forms  
 1 Nothing major  
 1 No city taxes withheld  
 1 Army college fund money, always late  
 1 Late W-4 for taxes  
 1 Sent to bank at Fort Drum, took time to get out  
 1 The Louisiana NG said everyone assigned to the unit for Desert Storm would receive a bonus for participation from the state.  
 I guess the IRR out of state people didn't count.  
 1 Travel voucher
- Q64(5). How well were you received in your community when you returned from mobilization?**  
 1 Nothing special  
 2 Everyone welcomed me.  
 1 Never assigned to a unit  
 1 IRR kept secret  
 5 Wife/family  
 1 Did nothing to deserve welcome  
 1 IRR soldiers were ignored; reserve got all the glory  
 1 No response  
 1 The airlines acknowledged people returning from Germany over PA

- Q65G. Did you experience the problems that you had expected in the following areas? (Other)**
- 2 Housing problems
  - 4 Employment problems
  - 9 Personal problems
  - 7 Relationship problems (marriage, etc)
  - 7 School problems
  - 5 Financial problems
  - 3 Medical problems
  - 1 Not providing for soldiers activated less than 90 days.
  - 1 Upset that I was not used
  - 1 Mobilization moved my life back a few steps
  - 1 Failed to get federal job
  - 1 I came home broke, abused, betrayed & angry
  - 1 Lost a semester and a summer of college
  - 2 Family worry
- Q67(8). Have you experienced any significant change in a relationship that you believe was caused or precipitated by your leaving home to be mobilized?**
- 3 Attitude problems
  - 1 Living with my girlfriend
  - 1 Pulled out of school.
  - 1 Death of friend in unit
  - 1 I put my life in high gear
  - 1 Ashamed to tell people I took no part
  - 1 Wife pregnant
  - 1 Family/friends proud I refused to train
  - 1 GI Bill and school
  - 1 I lost a state job due to trial managerial experience
- Q68. How difficult was it for your spouse/others at home to manage in your absence?**
- 1 They did not have my address or telephone number.
  - 1 Emotionally difficult for all, especially wife
- Q69. Did your absence from your family during mobilization lead to any specific negative outcomes?**
- 6 Wife pregnant/new baby
  - 10 Financial problems/bills
  - 19 Personal/family/marital problems/stress
  - 7 Employment problems
  - 4 Housing problems
  - 6 Almost divorced/divorced
  - 6 Mother/wife under doctor's/counselling care
  - 8 Lost fiancée/girlfriend
  - 1 Put college on hold
  - 1 It was hard being welcomed home as if I went to war
  - 1 Poor living conditions
  - 1 Not allowed to use the telephone
  - 1 I went to prison for AWOL
  - 1 Had to move

- 1 Financially, because I owed the government money
  - 1 Initially discharged for hardship; was providing for parents
- Q70. Did your family receive any assistance or support from any Army agency or program while you were mobilized?**
- 20 Letters/information packets from Army/company/IRR
  - 20 Army/community/family support group
  - 2 Wife could not get aid.
  - 2 Financial aid obtained
  - 4 Medical assistance
  - 1 Assisted with dependent ID card
  - 1 Red Cross
  - 1 SOCM civilian group
  - 1 Assistance offered, but we had friends, family
- Q71. What was the overall financial impact of being mobilized on you and your family?**
- 1 I ended up owing the Army money.
  - 1 Lost wages
  - 1 Lost baggage that was not reimbursed.
  - 1 Claims filed were ignored.
  - 1 Had accepted a job the day before getting my notice
- Q73c. During mobilization did your civilian employer continue (other benefits?):**
- 1 Never went back to original employer
  - 3 Seniority/time-graded raise
  - 1 Forced deployment caused job loss
  - 1 My job
  - 1 Lost \$100 a week
  - 1 Paid union dues.
  - 1 Partnership/business
  - 1 Promotion denied
  - 1 Vacation time
- Q74(8). If you had a job when you were called up, did you return to the same job?**
- 1 Work quality declined (laid off).
  - 1 Seasonal farm
  - 1 From student to police officer
  - 1 Hours cut so low I had to quit
  - 1 Construction work was over when I got back.
  - 1 Did not have enough money to get back to job.
  - 1 Went out of business while I was gone.
  - 5 School
  - 1 Self-employed
  - 1 Yes, but found better, higher-paying job. Left old job due to unfair treatment.
- Q78(7). If you were attending school at the time you were first called up, were you able either to complete the term (semester/quarter) of work when you returned or to get a refund of tuition?**

- 6 Completed no hours; full refund
- 47 Not refunded everything due
- 1 Waiting to take the TASP test
- 7 Not able to finish/lost credits
- 1 Had to re-apply
- 1 Had to take finals early
- 1 Academy completed upon return
- 1 Put on academic probation.
- 1 Lost apartment deposit
- 1 Books could not be returned
- 1 Lost a full semester
- 1 Withdrew & switched schools
- 1 Lost grant
- 1 Partial refund
- 1 Completed partial term; refund for withdrawals

**Q79(2).** If you were in school or had applied to school prior to being called up, have you been able to successfully re-enter school?

- 1 After 6 months waiting
- 1 Very difficult making up for lost time.
- 1 Listed as bad financial risk by university.
- 1 Difficult to get financial aid.
- 1 Lost grant

**Q79(4).** If you were in school or had applied to school prior to being called up, have you been able to successfully re-enter school?

- 5 Did not reapply
- 3 Delay in graduation
- 4 Unable to get classes
- 3 Financial assistance problems
- 3 Changed Schools
- 1 Other circumstances since
- 1 Had trouble getting back into study habits
- 1 Had to wait until next semester
- 1 Missed taking the TASP test.
- 1 I got a job
- 1 Partial refund only
- 1 Not able to attend because of job on return

**Q80.** Overall, how do you feel about having participated in this mobilization?

- 1 An entire combat force of NG Infantry was never used first

**Q81.** Overall, was what you encountered during the recall better or worse than expected?

- 1 Only if out of service less than one year.
- 1 Better only because war ended.
- 1 Smitty attitudes

**Q82.** Do you agree that it was right that members of the IRR who had remaining service obligations were called up during Operation

**Desert Storm?**

- 1 Illegal recall
- 1 No declaration of war.
- 1 It should have been determined after the war began.
- 4 Active reserves should have gone before IRR.
- 1 They need to consider experience and grade.
- 1 Only if I had gone to Saudi.
- 1 Some of the members were ridiculous, though

**Q83. How do you feel about being subject to recall under IRR status?**

- 1 Only if needed.
- 1 There is a first time for everything.
- 1 It will be better the next time.
- 1 I do not like false alarms.
- 1 The Army just wanted to see how the IRR's would react.
- 1 We were told so many lies there is nothing left to believe.
- 1 Only if our country under direct threat
- 1 It's a pain, but it's fair.

**Q84. How do you feel about the Army today?**

- 1 Like it but it needs major improvements.
- 1 Stressful
- 1 The old Army is gone.
- 1 Like it but do not call me tomorrow.
- 1 Reg. Inf. are excellent; reserve trainers are pitiful
- 1 The Army did a lot for me in leadership/responsibility
- 1 Learned a lot, built a lot of character & strength
- 1 Too political

**Comments Not Attached to Specific Questions**

- 11 Better notice/information flow.
- 2 Transportation problems.
- 4 Personal problems.
- 1 PT was at first too demanding.
- 6 Not knowing where we will be going.
- 16 Refresher training was poor/disorganized/entry level.
- 15 Inprocessing was a mess.
- 26 Treated like trainees/second-class soldiers
- 4 MOS problems.
- 10 Why call up IRR before reserve/guard?
- 6 Reserve Drill Sergeants were poorly trained.
- 19 Wanted to go back to old unit/combat/stay in.
- 10 Waste of time and money.
- 15 Financial/pay problems.
- 7 Proud to have served.
- 4 Training problems.
- 7 Mobilization went pretty well.
- 1 Felt like part of some vast experiment.
- 5 IRR soldiers who did not report should be held accountable.
- 2 Bad attitude by IRR personnel.
- 1 Problem with employer.



- 2 Moved to several different states in one month.
- 2 Substandard living conditions.
- 3 Keep IRR RA together/separate from IRR NG.
- 1 Delay in schooling

## APPENDIX E: GENERAL COMMENTS

The following are the many general and/or specific comments written by the IRR soldiers while filling out the follow-up survey. They are reproduced in full (with only minor editing) because the comments furnish much backup, detailed information about attitudes, feelings, and experiences throughout and after the Desert Shield/Desert Storm mobilization. Soldier identifiers have been removed to protect privacy. Each block of comments below is numbered, so that all comments made by any one soldier are clustered under a single number. For example: 1. = comments by soldier one, 2. = comments by soldier two, etc. The sequence in which the comments appear is arbitrary.

1. There is only problem for being recalled. I was looking forward to some combat experience. I was never given that chance. I have been in the U.S. Army for over 7 years, during peacetime only. When "Desert Storm" began I was hoping to serve in combat for my Country and for myself. Not only did I not get the opportunity I was sent from unit to unit. I was never so disappointed in all my military career. My motivation was practically shattered when I was told that I would not be sent to Saudi Arabia. All my military time I have been trained for combat. From driving a vehicle to setting demolitions. I don't know about you but to me that is a physical letdown. If there is ever another conflict, not that I am hoping for one, but I want to mobilized and sent to combat. Thank you for your time and your sending me this survey.

2. Question 38. After Training Centers. The Bradley crews and dismounts should have gone to their units of previous discharge. Being in a unit of people you did not know, and only trained together for 30 days is very uncomfortable. Felt like a misfit unit.

3. Being recalled was not that bad. Too much time spent on remedial training. No one had been out of the service for more than 1 year. Weapons maintenance, basic drills, etc. are things I will never forget. They were beat into my head very effectively the 1st time around. A ironated system of training would probably work. The less time you were out of the service the less time spend on remedial training and move on advanced training and combat movements. This is what primarily killed motivation; redundant training and facing drill sergeants upon arriving at Fort Benning. Quicker integration into active units would also help.

4. Comments pertaining to questions: 5. No, many soldiers from my old unit were in other companies, same battalion, but no opportunity given to be assigned as a Bradley crew with them. Given chance to find and choose people within own company (Fort Benning only). 15. 3rd AD was in Germany and SWA, I do not know if our (SWA) back fill requirement orders would have kept us in 3rd AD. 60. Outprocessing appeared to have been performed in a tireless fashion. If at all possible more clerks should have been brought in from neighboring Forts to deal with the large volume of workload.

5. I think the fact that the people who didn't show up got full pardons, shows how much the IRRs were appreciated. Next time, don't call us,

we'll call you.

6. I feel that the need for the IRR in an ordeal like the Persian Gulf is great. The need for well trained troops to be ready for deployment is a must. However, I don't feel soldiers put out of the Army for overweight, bad conduct, etc. should be subject for recall. They already have bad attitudes towards the Army and the other soldiers. They can't or won't take orders and only slow down the ones who are trying to get prepared for combat. The conduct of some of the trainees and D.I.s at Fort Benning, GA towards the IRR was very unprofessional. The IRR was treated as new recruits instead of experienced soldiers, there was not any respect for the rank they wore. Some of the lower ranking trainers were very disrespectful towards IRR who were E-5 through E-7. This showed very poor leadership on the part of the trainers. Once in Germany the same disrespect was enforced. The unit we were assigned to was more interested in using the IRR as details then training us. Once the training began we were treated as recruits fresh from basic training without any respect for our training experience while serving 2, 3, 4 or more years on active duty. After the ground was over there seemed to be little emphasis on out processing and more on filling details the unit was assigned to perform. There were a lot of good points in the midst of the problems the IRR faced while on recall. Bypassing the problems I experienced at Fort Benning, the training was very helpful and needed. Once in Germany while preparing for deployment, the training we did receive was also helpful in making us feel better prepared for combat. The Reserve unit which outprocessed us at Fort Dix was very well prepared and very helpful. They showed commendable knowledge and professionalism in outprocessing us. I was very happy to play the small part of Desert Storm I was asked to. I think that with certain changes if ever needed again the IRR can be better prepared.

7. To whom it may concern, my biggest problem has been with the Defense Finance and Accounting Service. They keep billing me for debts that I have already been absolved of through section 8318 public law 102-17c.

8. This letter represents my feelings toward the Army; not as a whole, or better yet, those individuals who work the uniform at Fort Benning. Those questions 27-44 with stars beside them are explained here: First of all I served for 2 years at Fort Irwin, CA from 88-90; I became activated on Jan. 28, 1991; went to Fort Benning on orders, when I arrived in Fort Benning we were treated as bad, no worse, that a 1st day private - more or less treated as sub-human. Look we all volunteered and we served our country we got out - did our time. When the President activated us we came - so right there we showed the Army we had enough balls to fight for freedom. I guess that was the reason we got activated, was it not? I, myself, was talked down to, made to do pushups and a number of other things like I was a cherry. Hey, look at my military record - it should speak for itself - no problems anywhere -- also check the dates of awards & medals received during my first 12 months of active duty. All those Drill Sergeants treated all of us as rejects of the whole Army - hey we were going to war - we were going over there, we were the ones that might not make it back or leave behind an arm or a leg, etc. Fort Benning was a joke. Everybody including the big brass had there head up their 4th point of contact - none knew what was happening or why! However, when we were assigned to our units (mine being Fort Lewis) things did change. We were

no longer lied to. To go back, the lies at Fort Benning, were that we would split into squads of 4 men and not be separated - even put that on our orders -- didn't work out that way. Also, the Drill Sergeant asked us to decide where we would like to be stationed during mobilization and that we would go - Bullshit! Getting back to Fort Lewis. They did, higher up including ISG, Bn Cdr, etc. treat us better than Fort Benning. But let it be known that we were not really needed for Desert Storm nor needed in the company we were assigned to - we were there just in case everyone in SWA bit the big one then we might be used. After the ground war ended and we were to be released everyone that was activated & stationed at Fort Lewis their finance was totally screwed up! Bad! It took at least 5 months before I received my final pay - BS Crap! Look I showed up at a weeks' notice to protect my country yet my ass has to wait 5 months to get paid.. We all know that if a soldier owed the Army for a overpayment--that money comes out of that soldier's pay check the following pay period -- what's good for the goose ain't good for the gander. My civilian employer pays me when the pay period is over - .....

9. I asked to remain on active duty and was told that it was not possible for me to do this. I would like to know why. I think it was a "bad idea" to put IRR soldiers in training units run by drill sergeants. There were many Panama veterans from the 7th ID (like myself) and the 82d ABN who were treated like a bunch of raw recruits by the drill sergeants.

10. Unfortunately the mobilization was a very negative experience for me. The main factor causing resentment is the fact that we were lied to so many times by those "in charge," and I use the term liberally in this case. First, while at Fort Benning we were told that we would be assigned to areas needing extra personnel, essentially to be utilized as security forces. Second, we were allowed to form our own crews for training and we were assured that we would be deployed as crews. This is the way we trained - as crews. Third, we were supposedly given a choice as to which area (Hawaii, Korea, Germany, etc.) we wished to be sent to. Although we were never promised our choice would be carried out, we were led to believe this by the NCOs "training" us. Incidentally, I was impressed with the professionalism of the training itself. When the time came to leave Fort Benning our crew was separated and one out of four was sent to his duty station of choice. I was not that one. Shortly after arriving in Germany we were informed that we were to be trained to be sent to the front lines as soon as possible. I was shocked by the fact that those with medical or even mental discharges were still with us. I felt my life was in danger from the lack of competence among my so called "peers." To have gone into combat with a group so out of shape physically would have been bad enough; but, added to that, there were individuals who had never been trained in 11H skills. Those recalled who had USAR or National Guard experience were the worst because they did not realize their own incompetency. I do not seem to be very understanding of the situation, I know. I was pulled from college and thrown in with a bunch of ex-weekend warriors and physical rejects (Oh yes - what about drug testing - did the Army give up on standards totally?) On the bright side, yes, some things deserve to be complimented, outprocessing at Fort Dix was amazingly professional and rapid. The training at Fort Benning was handled well. The medical professionals in Germany (Wiesbaden) were truly professionals. I'm glad it's over and let's get Bush out of office.

11. I would go to prison before I would be mobilized because I have not received money that's owed me after I sent all the paperwork back. They want to disrupt your life and not give what you have coming to you. My attitude toward the Army has changed.

12. The major complaint I have is that when I was recalled to Fort Ord some people received casual pay advances & some did not, this repeated over the course of the mobilization at Benning and in Germany, I felt that the Army finance did not keep accurate record of the people who did and did not take the pay advances, when money was issued it was often in a field environment and done in a disorganized, haphazard way. The amount of IRR soldiers whom the Army claims to have been overpaid is proof of the shoddy, slip shod/criminal actions of the finance branch.

13. I didn't mind being recalled by my country but I wish I was needed. I can safely say I made no impact for returning & hence lost school time for nothing.

14. I have tried to reenlist, but with all the military cut-backs this is not possible. I'm willing to retrain for MP.

15. I am very proud of serving my country during Operation Desert Storm. However, I feel more time should be spent looking into how many soldiers need to be called up during such mobilizations. I was called away from my family and job and when I went to my duty station from Fort Benning we did very little training to prepare us if we had to go. I felt my presence there was not necessary as did many other IRR soldiers that I knew. I think it would have benefitted the U.S. Government if a more precise number of soldiers had been called up, less time, money and paperwork would have been necessary. To me, it was a waste that could have been avoided. I would appreciate a response, if possible, to my concerns. I also want to say that if called upon again I would go.

16. The only comment I have is that a lot of us already had some combat experience from Panama or Grenada and we wanted to go the action but were told that we couldn't. I felt that I had some experience that would have been helpful on the ground in Kuwait. I feel like I kind of wasted my time sitting in Germany. I would have felt much more positive about my participation in Desert Storm if I had actually been on the front lines.

17. My biggest gripe is being put into a mechanized unit. There was 5 of us on our crew two from 7th ID and 2 from 10th MTN DIV and our squad leader from the 82d. Why put all these light guys in a damn track. 11 Bravos had two different inprocessing sections at Fort Benning. Light and Mechanized. I think 11 Charlies should be the same way. If you can't be utilized in what you are trained for, what's the use?

18. I feel that the mobilization of the IRR was justified and needed. I did however lose a lot of respect and dedication to the Army, after we were treated as interiors to the active duty soldiers. I was an active duty soldier prior and did a good job. I left the Army on good conditions and was upset to see the degree that we were looked down upon, not by duty soldiers but by clerical and support divisions. Our questions were never answered and

we were never given LESs to know if the money we were receiving was in fact correct. The fact that we were not promotable killed all enthusiasm and drive in most of the troops. CIF was thrown at us on initial issue and in many cases was not functional. We were promised to be given the right sizes at a later date but never received it. I am a dedicated American and at one time a dedicated soldier. Due to the experiences in the DS recall, I would find it difficult to reply to the next conflict. I would like end by saying that soldiers don't mind fighting for their country, it is their job, but when they have to fight their country to do their job, that's another story.

19. When I was recalled I lost my apartment, and had to drop out of school. When I returned my employer did not put me back to work. I had to get another job. The National Guard unit I was attached to was incompetent. The recall was a waste of my and time and everyone's money.

20. During the processing and training phases at Fort Drum and Fort Benning we were treated like soldiers. But when we were assigned to our unit at Fort Irwin, CA things went bad. We were never inprocessed in the unit. We were given equipment, assigned to E Co, 3rd Platoon. The only chain of command we met was the company commander, platoon sergeant, platoon leader and section leaders. The unit was very disorganized. As for chow, if you got it fine if not fine. The company commander was an Armor Lieutenant and he hated the Infantry. He said this in front of his soldiers. There are problems too numerous to mention. I believed in the Army until I was assigned to this unit. I dread the thought of ever being called back to serve with a unit such as .... in combat.

21. When recalled I turned in my pink ID card and never got it back. Since then I've tried to get a replacement card. I've gone through the local reserve units as well as the reserve HQ in St. Louis. I have had no luck in getting the ID Card. It is important to me to have a military ID card.

22. I would like to say that I was glad to be recalled. The time I spend in Fort Benning was good and useful. My disappointment didn't start until I got to my unit. The unit was going to the gulf and we were going to train for a month and go. This was fine but the unit was no good. The unit did not give us personal weapons or protective masks. This was a problem how could we go to war without these very important things. The people that were training us did not know what they were doing. Most of them learned things from us. Thank God the war ended before this incompetent unit tried to send us to war. But this is not the worst of it. In outprocessing the Army some how missed that I owe them \$1,975.00. They now say that I have to pay this with explanation of what it is for. All of this has happened because I was recalled to Active Duty. Can you blame me for disliking the Army now?

23. Question 71A. I was quite uninformed of possible financial benefits (e.g. lower interest rates, etc.) available to Desert Storm soldiers. I could have used these benefits had the Army made me aware that they were available to me. As to motivation: The men I was assigned with as a whole were highly motivated...until we came to realize that this seemed to be nothing more than one big dog and pony show. I can relate to good military bearing and the sort, but we were devoting entirely too much time to eyewash and spit shine considering the fact that our country was involved in an all

out war in SWA.

24. I spent 4 years in the 2d Ranger Bn "2/75th Rgr" and was affiliated with them, when I left the Army I was told that if I was recalled into active duty I would return to the Rangers. This was a lie and I don't like being lied to.

25. Do not deploy to Benning and then to duty stations. Deploy directly to units. The "re-train" was a "crock." Construct squads from some units, i.e. 82d, 7th, etc. and keep them intact. Directly assign them as a whole to old unit or new units. Gear your research toward who served together and keep them together.

26. The only problem I encountered with my unit was having to pay for meals rather than having a meal card. (Did receive per-diem) It wasn't a problem for me as much as it was for other soldiers. Did not receive mobilization papers until 2 days before I was supposed to be there. Papers went to previous address (like this survey).

27. Remembered how stupid it could get.

28. You can call me anytime and I will explain myself in detail.  
(phone number deleted)

29. Most IRR soldiers activated would have strongly supported returning to their units when they had been with prior to reactivation. I'm referring to those individuals who were active duty for 3 or more years. I myself was assigned to ..... from May 86 to May 90, and tried unsuccessfully to return. One other thing that strongly upsets me is my attempts at federal employment. It takes too long and there is minimal feedback. In my case and others under 1 year of separation, 2 weeks at Fort Benning, GA was basically redundant, embarrassing and mostly useless. My suggestion is for Infantry when reactivated:

1. PT Test to judge fitness
2. Take 1 week and train
3. After that one week EIB test
4. If pass send to unit for stronger fighting capacity and usefulness through prior experience. I'd rather have someone on my team who knows what they are doing.

30. Training was poor-nobody knew what to do with us so we spent most of our time picking up pine cones -- waste of my time!!!

31. The Army wasted a lot of money on the mobilization of IRR troops. I believe it was possibly necessary, but handled foolishly and out of control, unit commanders who not informed and confused about what to do. Troops were given little notice and had no motivation. I was sent to a unit and put on detail work the entire time. The unit commander was helpful in my return to my wife, but was given no assistance from brigade. So I stayed until the until the end while my wife was being treated. I guess the Army felt sweeping Fort Polk parking lots was more important. Although my story may be unique, but it shouldn't go unwarranted.

32. The Army betrayed me - no, a few officers betrayed me in the name of the Army and of the United States. When I reported as per my orders to Fort Ord on 30 Jan 1990 I refused to train and requested to be sent home. There's a National Guard Unit and a Reserve Unit in my home town and I don't even know what their status was but it surely wasn't fully or even partly activated at the point when the Army recalled me but they still wouldn't send me home. I felt like I did my "40 days and 40 nights" and that I didn't owe the Army my life or my time. Do you really want to know what my attitude is towards the Army? Well, it's FU! If they want to consciously sell their souls to the war machine that's their problem but I'd sooner rot in prison. I did get court martialed and went to prison too. I have no regrets but I am angry -- very, very angry. It angers me just to be in communication with you people. I just hope that someday we'll live in a world where we don't need Armies and Stealth Bombers and a few good men. Someday, we'll just all love each other and our Mother, this planet, Earth.

33. I never knew my purpose for returning. All I did was details with the ..... National Guard. They are a very screwed up unit. They don't know how to do anything. I was very disappointed when I got assigned with them. They treated us like sh t. And I'm not exaggerating one bit. It was a waste of money to send us. And I'm not exaggerating one bit. It was a waste of money to send us. What found out about outprocessing on our own (9 guys) the captain or 1SG didn't tell us anything ever, except when it was detail time. Look at the responses you got from some of the other troops I was with: (names deleted). I would like to see a copy of each of their responses (see if they don't match).

34. This is a letter of my observations & opinions of my recall. First, the majority of the people I met during activation agreed on one thing; it was unnecessary and unbelievable that we would be recalled. We were led to believe, before signing up for the Army, that the inactive Reserve would only be called up during an extreme National emergency, the major consensus of our group was that the pentagon just wanted to test the system. They should have activated Reserve & Guard units first. The problem with activating entire units is that they require extensive training before they could be sent to combat. The easy way out was to call the IRR since the so called combat ready troops in the Reserve were hardly ready to fight a cold. Since the IRR consisted of vets, they felt they could call on them to replace casualties in the war. I don't think they took into consideration the fact that people who were active Reserve went inactive when their contract time expired. Thus a portion of those activated had never been on active duty before. One E-6 I met was old enough to be my grandfather. My E-5 squad leader, who was trained in infantry skills in 1975, had not touched a weapon or protective mask/NBC gear since basic training for the Reserves. He was a cook in his unit in New York since training. About 30% of us (all light infantry) were combat wise, from Grenada to Panama, were in units such as the 75th Rangers, 101st ABN, 82d ABN, etc. We were willing to do what had to be done, but were bitter about being called up. If Reservists were sent as individuals, not as units, they could perform as well as IRR with the training that Fort Benning provided. When my group left Fort Benning for Germany, we stopped over at JFK Airport for about two hours. We were looking forward to going to the snack shops to get cold medicine, gun, magazines, etc., but as soon as we got off the plane, we were locked in a security zone. We were told that they didn't want anybody



going AWOL. Another reason was that the vendors thought we were going to steal candy & magazines. We were outraged. We felt like prisoners from that time on. Eventually, we found a way out the "lock down" and talked those in charge into letting us go in groups with an NCO leading. I was 23, married, with three kids and couldn't even buy a stick of gum without an escort. I will argue with President Bush and Mr. Cheney until the day I die about the activation of IRR for Desert Storm. I received an exception to policy grant for my ETS during the stop-loss program it was sent down from DA. Two months after I ETS from active duty, I was recalled. This letter is bad to read and is full of errors in spelling, grammar & punctuation, but I didn't have to print it on the computer or edit it. Feel free to share this information with anybody who cares.

35. My wife was stressed out so bad from me being gone. She kept going into pre-mature labor. She had to move because I wasn't making enough money to pay rent. And wound up losing a house we were going to buy. And when I got home my employer wouldn't give me my job back.

36. I want you to know there was a lot of bad attitudes in the IRR but I was not one of them. I wanted to go. I wish we could have got to fight. The pay was good, but next time call the IRR sooner so when the fighting starts we can do our jobs like we were trained for so many years.

37. Where's my money that was taken out for college when I already paid \$1200 in.

38. We was on per diem but we were never paid till we got back to the states from Germany our per diem was suppose to pay for our food so the mess halls wouldn't feed us. Be we were never paid while in Germany so for a month and a half I fed myself and two buddies on my credit card. And they say we're the best fed military.

39. I feel I was cheated out of any college GI Bill benefits for veterans because I wasn't on active long enough. I was willing to place my life where I could have been maimed or killed for this government's foreign policy. The very least this government could do for me is provide me with an education beyond teaching me how to kill or be killed. The 90 day active-duty time limit would have seemed quite ludicrous had I been killed. Of course, my wife would have received a check for \$50,000. (90 days after my death certification, of course). Sometimes, I feel that she would have fared better and been able to afford attending college had I been KIA. As it stands though, after six full years in the Reserve forces (for what???), all I get is nothing because I wasn't killed, maimed, and/or didn't serve enough days actively. Who is the jackass that pulled this 90 day shit out of his hat? I reported to duty. Is this not enough? I don't care that I was treated as a basic trainee when reaching Fort Benning. I do have two and half years of Montgomery GI Bill benefits (\$140.00 a month is not a benefit, it's an insult to me after doing my duty) which won't pay half my rent each month, let alone utilities. If you could forward this letter to anyone who feels they can help my situation, please feel free to do so.

40. Fort ..... has piss poor NCOs for carrying on in a normal Infantry

unit. I saw several E-6 DIs jump all over another E-6, who was an IRR soldier, for not doing push-ups as a form of punishment. If you don't think that is screwed up then the whole Army must be going down the drain. If this mobilization thing happens again, first - no exceptions!!! Sort out troops according to time since active duty. An E5 who's been on nothing but IRR status for 3 years doesn't belong in the same group as that only got (honorably) discharged 2 months ago. NCO or not! The DIs at Fort ..... are wonderful for basic trainees, but that's it, period. They are not capable of turning themselves from DIs into practical, functioning, "lead by example" NCOs overnight. For some their job is too much fun for them to want to control themselves properly. I joined the Army. I did my job. I was honorably discharged. I didn't deserve to be treated as if I was in basic training again. If I'm airborne qualified and have experience, this skill should be utilized. I'm not as negative as I may seem, but understand, only my love for this country would make me do it all over again.

41. I was overall disappointed by the recall. I had been out of the Army for only 1 month after serving 3 years. I hadn't lost any of my training that one month period. But I was subject to DIs that were only Reservists and had less experience and less knowledge than myself.

42. I believe in the need for a strong defense. However, when I didn't receive the money owed to me for my obligation it led me to fall behind in mortgage payments resulting in contributing bankruptcy. I'm bitter about this situation, and this has nearly caused the break-up of my marriage. I still believe in this country and the system. I would gladly volunteer if the call came again.

43. To whom it may concern: I am impressed to have received a follow up survey regarding the IRR recall. (I never received the initial copy). There is much more I would like to say, so please accept this along with my survey. The IRR recall experience was the worst thing in my life for the following reasons:

1. My previous active duty unit, ..... , Fort Carson, CO) was never called to the war. It seems preposterous that a soldier who had ETS'd 6 months prior would be called to war before members of his old active duty unit. What kind of message is that? If you don't want to go to war just stay in the army?

2. I could never figure out the logic in who got recalled. I got dropped off at Fort Benning by friends (and spoke with many others) who I had served with active duty, but did not get the dreaded letter. Many who were recalled were happy because they had been out of a job, or were simply patriotic. It seems feasible that a voluntary recall could have been possible. One guy who wanted to fight would be as good as ten pissed off, recalled college students.

3. We were treated sub-human at Fort Benning. No one knew what to do with us, so they reverted to treating us like trainees. We were seasoned soldiers - most out less than a year - with more awards, skill qualifications and college education than many of the cadre, yet we still couldn't see our wives during off-duty time or even walk to the PX. We were called "RT-12s" in the same text as referring to a trainee as "Rambo." At one point the cadre were sick of us and said, "You know where the road is, just go home if you don't like it." That night 5 guys put on civilian clothes, got into a cab and

never came back. Did anything happen to AWOLS?

4. We were never told what we would be doing. They finally convinced us that we would be going to stateside units where troops had been deployed. The next day we flew to Germany. Rumor control worked overtime. When the war was over, the CO of the training unit (in Germany) told us, "You're not going home, you'll be guarding posts in Germany for the remainder of your recall time." We were in Jersey a week later. It was a big mind-game.

5. The waste. Why would soldiers going to war be issued a full set of class Bs? Upon leaving Germany I saw dumpsters filled with low quarters and hemmed pants, so they wouldn't have to be lugged home. The recall reflected extremely poorly on intelligence. This must have been the most over estimated battle in history. Over estimated to the point of complete ignorance on behalf of U.S. Intelligence.

6. One of the many paradoxes was the drug tests. We were liable for our previous conduct as civilians. But if a soldier had a earlier health problem (like a cracked tooth) it would not be fixed by the Army. Our bodies belonged to the Army all the time, broken or missing parts not included. I do not do drugs, but many of the college IRRs I knew had. The bad results will keep them from getting scholarships and financial aid.

7. The method of recall was appalling. The whole time I was activated I kept thinking, what if I had just thrown the letter away and said it must have got lost. Well, what would have happened?

8. I am now a semester behind in my pursuit of a Mechanical Engineering degree. My friends who did not get recalled are a semester ahead. The worst part was being taken out of college and getting behind. It seems like there could be some sort of extra college fund for recalled soldiers.

9. I was proud to serve in support of the war. However, as you can see, circumstances quickly extinguished all my heroic feelings. I was not alone. If you ask any cadre at Fort Benning or Grafenwoehr, they will tell you we were damn good soldiers who knew their stuff, but had such attitude problems that it was just not worth it.

44. I WOULD LIKE TO INCLUDE SOME COMMENTS ABOUT MY MOBILIZATION LAST YEAR. IN REFERENCE TO QUESTION NUMBER;

27. At Fort Benning the active duty drill sergeants were very good. By this, I mean they were concerned, professional, and treated the IRR troops as fellow soldiers. Unfortunately, the Reserve drill sergeants were, for lack of better words, a bunch of weekend warriors trying to prove their ability to be real soldiers. They were idiots (No wonder no National Guard combat units ever left the NTC or Ft Hood.), and were extremely critical of IRR soldiers. They failed to realize that an IRR soldier with three or four years of solid active duty training as an E-4 or E-5 had more actual training then some "sergeant first class national guardsmen/reservist". They were arrogant, incompetent and succeeded in doing a very good job of ruining my motivation at the very beginning of my mobilization. I recommend that next time a mobilization occurs, active duty soldiers train and supervise IRR soldiers. The Reserve soldiers only accomplishment was in ruining my morale.

29. At Ft Benning we were treated good by the active duty, full-time soldiers. In Germany, at Grafenwoehr, it was not quite so. We were constantly transferred from different training companies every week and a half. Beyond our squad leaders we did not have an attached chain of command, and the units responsible for training us treated us as inconvenient problems,

and were only concerned with us completing our mandated training. After that, we were transferred to another unit and we became someone else's problem. Because of this lack of concern, IRR soldiers were not allowed to take care of pay problems or serious family emergencies. One soldier's family was running out of money, and the only thing our temporary First Sergeant did to help the man was to make him an example and humiliate him in front of our company. This same "First Sergeant" of the 8th Infantry Division stated that we would not be allowed to see the A.G. and that "some people who were complaining should be taken care of with an eighth (M16 rifle) magazine". To say the least, I became very bitter and disgusted that a noncommissioned officer of the United States Army threatened to kill the men entrusted to his care.

35. I felt we (IRR soldiers) were well prepared to deploy to Saudi. the training up we received was a good refresher and I felt confident of our ability to function next to any active duty soldiers. The only draw back I saw to the IRR ability to fight was, unfortunately the IRR soldiers who had only served in the National Guard after they completed their initial Infantry training. One such soldier in my platoon had spent six years in the National guard before going on IRR status and he did even know how to load, fire, or even break down a M-60 machine gun! The private assigned to our squad straight out of basic training was more knowledgeable and effective then these National Guard "veterans". I do not feel active duty trained IRR soldiers should be mixed with National Guard "trained" IRR soldiers. Our training would have went a lot faster without them slowing everyone up.

39. My motivation was seriously hurt by the actions of the Reserve drill sergeants at Ft Benning, and the lack of respect and unprofessional behavior we received while at Grafenwoehr by a small percentage of active duty, high ranking leaders. By the end of my deployment I would have rather have murdered certain army leaders then to have shot some drafted Iraq kid. This is a harsh thing to say, but in over three years of active duty training I had never seen such unprofessional and degrading behavior. I believe army leaders should be taught that they CAN NOT THREATEN soldiers. An article 15, or even a Court Martial, is a threat to a peace time soldier, but to a man straight out of the real world (normally a place a lot more violent then the safe world of the military) who thinks he is about to be sent off to possibly die in a conflict, an Article 15, or whatever, is not much of a big deal. And to physically threaten their subordinates with an "eighth magazine" is utterly insane! No one dragged me out of my house and away from my family to show up for the Persian Gulf conflict and to be threatened by some ungrateful jerk really, really angered me. It'll be a much better army when the army "leaders" can stop threatening their fellow soldiers, and instead lead them by earning their mutual respect and trust.

44. I feel the recall of IRR soldiers was required. I would have felt better if the National Guard troops would have been called up first, but after seeing first hand the performance of National Guard combat troops, I understand why the Army decided to call up the IRR.

60. I was outprocessed from Ft Dix, New Jersey. On the evening I ETS'd I was given a plane ticket for the following day, and told that since I was no longer in the Army "I would not be allowed to stay in "their barracks". So I was given a bus ride to Philadelphia Airport and dropped off there at midnight. I slept huddled on the airport floor with a few soldiers coming back from the 82 Airborne in Kuwait. All night long we were surrounded by street bums. As we tried to sleep we were hoping that no one would figure out that the guys from the 82 had M-16 rifles in the wooden crates they were

carrying. It was a long night. The following day, I went to the ticket counter and found out that my army provided airline ticket was not for March 16, 1992 but August 16, 1992. That topped off a less than perfect mobilization, and it was only through the compassion of the airport ticket agent that I got home.

80. At the beginning of my mobilization I felt good. I was a professional soldier, a paratrooper with a spotless record, and I knew what I was being recalled to do. I was ready for whatever task I was assigned. Unfortunately upon arriving at Ft Benning, I was treated like a little boy. It got worse from there. ..

82. I agree with the call up. I signed the dotted line, and I knew my obligation.

83. After my experiences from the previous call-up, I do not know if I would bother to show again.

84. I come from a long line of soldiers. My forefathers fought in the Revolutionary War, and one of my ancestors fought at the Wagon Box Fight in Wyoming in the 1860's. My grandfather served in some of the first tanks in World War I, and my Uncle never came back from World War II. My father made a career of the Army, and while he was fighting in Vietnam, I was born at Ft Benning, GA. I had always planned to make a career out of the Army, but with the end of the Cold War I foresaw the cutbacks coming. So to better serve my country, I went back to college so that I could get a job in Federal law enforcement. I tell you all this because I want you to understand that before the call-up I was extremely patriotic and proud of my military service. Then I was recalled back into the Army for Operation Desert Storm. When I returned from Germany, I could not stand the thought of sharing the same uniform as the jerks I had just served under (even though it was the same uniform my father had worn), and so as my family looked on, I threw my medals in the trash and tore, and burnt my uniforms. That is how I feel about the army you now work for. Thank you for your time. I hope my input helps, and good luck in trying to make the army a better place.

45. I believe that we were called up too late to be effective in a combat situation. I was put in charge of 6 men who I had never worked with and feel that had we gone to the desert that not all of us would have returned. It just wasn't enough time to work together and implement all of my SOPs and such.

46. The only problems that I encountered that I totally disagreed with were as follows:

1) We were never told what we were going to be doing (i.e., actually going to SWA, "filling in" for mobilized units, etc.) if we were going to Asia I wanted to know so that I could get in that "mode."

2) We repeated training in Germany that we had already received at Fort Benning. This would not have been a problem except for the fact that we were to be a Bradley Dismount Team, but we never even got a ride in one - yes we sat in them, but they weren't even running!!!! For those of us who were ABN/PFDR IN and not MECH IN this would have been kind of nice.

47. Everyone was called back with whom was only out 3-6 months strongly wished to be sent back with the unit they were with before they got out the first time. We knew how they worked. Many IRR were National Guard whom

didn't comprehend how the real Army works.

48. I had no problem going back into military service during the Gulf War. But when I reported at Fort Ord, CA, the Army had no idea what was going on. This happened again at Fort Benning, GA and at Fort Carson, CO. When I was finally assigned to a unit at Fort Carson they didn't know me from Adam. When I told them I was an IRR soldier called back to active duty they couldn't figure what to do with me. I did physical training with "my unit" the 1/8th Mechanized Infantry and helped the Armor a few times. I figured the Army needed the IRR in case heavy casualties were taken. My service during this period was put to no practical use, the training was minimal and attitudes of other IRRs very poor. I have to stop here, but if you want any more information please write.

49. I lost my job, dropped out of college, left my family and girlfriend just to clean barracks in Germany. It seems like a waste for all involved. If recalled again I would not go unless I was guaranteed I would fight.

50. I didn't mind being ordered back to duty, but I did mind the Army wasting my time and your money that could've been used for those on the line. I inprocessed at Fort Drum, then went to Fort Benning for a short training period. We trained or so they called it. I was a team leader for an Infantry unit and proud of it. But in Fort Benning we did nothing but fingerdrills. I received no training from it, it was a mess. Then I reported to Germany, 8th Division for 3 weeks. Approximately 30 IRR soldiers in count to the company I was in. We worked maybe 4-5 days max. All I remember doing is receiving CIF, taking a PT Test, qualifying with weapons, clearing CIF, the rest of the time we partied all night long and slept the day away. In basic what I'm trying to say is I felt worthless and did nothing. If I get ordered to duty again I will go, I volunteered for it. But if I get called back again I better do something useful.

51. It bothers me that I lost a large sum of money, but what really bothers me is that I wasn't put to use. I felt fairly well prepared, but only myself and a few others (3-4) out of my IRR platoon took things seriously. (4-5) guys out of 30 or so men that had been trained well in their previous enlistment and had a chance to survive a hostile situation. Incidentally, I was in the 82d, and the 3-4 others were formally in Ranger Bns. We also had Reservists, chapter cases, and a few medically discharged people initially recalled.

1. Reservists should stay with reserve units.
  2. Chapter cases are totally worthless -- waste of time for activating.
  3. Physically unable
- Everything I've written is true. Please make use of this info.

52. The deployment of IRR soldiers during Desert Storm was a total waste of taxpayer's dollars. We were called up during an air-war, and our presence was not needed at the time. Maybe, later into the war, our presence might of have been needed. The government overreacted to this situation. As far as my personal situation goes, I separated from my wife shortly after returning from the deployment. My finances were in shambles, and I was forced

to file personal bankruptcy. I hope the government learned a strong lesson, but from the comments I have heard, they have not learned from this costly mistake. I do not expect sympathy from anyone, but I would like to remind the government that this country is not of the government, for the government, and by the government - or is it?

53. Putting people together, in this line of work, with no experience together was sheer stupidity. Vets need to go to their old units.

54. The main thing other soldiers and myself felt should have been done differently was to split us up from the beginning and let us train in smaller teams throughout the mobilization. They waited to team us up when we got to Europe, and, in my opinion, we did not have enough time to work together and function efficiently as a team. I have nothing against the refresher training (first aid, NBC, weapons, etc) but to do it at company or platoon level is ridiculous if results are needed. Also, many of us could not understand why we were sent to train in two feet of snow in Germany when we were supposed to deploy to the desert of southwest Asia in 14 days. What about the desert training facilities of Fort Irwin, CA? If this ever happens again, I think training on a smaller scale (team, squad level) would help the soldiers get to know one another and work together. Chances of success would improve, I think.

55. The mobilization was fine, Fort Benning was fine. All the men that were put in charge to train troops in Europe were low grade NCOs. They were given power that was abused. Also I still have not received a W-2.

56. I believe that if a mobilization were necessary again I think it would be beneficial to everyone involved if IRR were allowed to reenter Army for duration of conflict with same benefits I had previously. That would get rid of people who don't want to be there, who inevitably drag others down, and at the same time lets the motivation for people who want to be there grow. One final thing - I feel bad that I was recalled. taken away from my family, and did more inprocessing than I though was humanly possible to go and sit in Germany (Schweinfurt) as a replacement element that never was deployed to SWA. I would rather have gone -- I was ready for it at that time, mentally, physically, and emotionally. Seemed like a let down.

57. I left a 4 day old daughter, a 2 year old son and a rapidly expanding business to contribute to Desert Storm. I did so willingly; expecting to be of great service to my country. Fort Benning was ill prepared to receive us. The training I received during the entire mobilization was of very little benefit. My squad took a great deal of personal initiative to learn and practice what we felt were vital skills for our survival in combat. Had we not made such use of our "personal" time I feel the training period before being sent to SWA would have been of no benefit. I do not mind coming back in ever if my country needs me. I would appreciate it if my skills were utilized more efficiently though.

58. I feel that the time we spent at Benning was wasted to some degree because most every one was pretty well trained in CTT instead we should have been placed sooner into units and been training as squads. Overall I think the program went pretty well and we were treated well.

59. I will never answer recall or activation again.

60. The only thing I kind of question is why we didn't go straight to Ft Benning for mobilization. It seem's they have the best resources to handle the soldiers called up. I was sent to Ft Ord, CA, first for inprocessing. It seemed they didn't quite have everything we needed. Getting uniforms was an all day torture; not enough of the average sizes. The area was too small to accommodate everyone, and it was slightly unorganized. I realize this IRR call up doesn't happen all the time, and the personnel did the best they could. That's why we should have been sent to Ft Benning where they deal with this stuff all the time. Overall, the mobilization wasn't too bad; I was proud to serve my country in the time of need.

61. I was one of the many men that were recalled to support operation Desert Storm. I faithfully made the best of the situation and performed all the required duties bestowed upon me. I carry a fine military record of conduct and abilities. I would like to comment on the ineffective use and treatment of the 400+ men that were in my retaining group. The first problem came with the mailgram that notified the soldiers of their reporting date. Some soldiers had families that could not sustain themselves without the support of the recalllee. Many families could not pay utility, home, vehicle, doctor or loan bills on time because of the rush effect of the recall date. An associated problem occurred with the lack of information provided with the recall notice. Many troops were unsure of whether or not to bring certain documents, clothes or supplies. The inprocessing could have been much smoother if more information had been provided. The second major problem came with the initial training. Two weeks was more than enough time to retrain and requalify with weapons and testing. After a soldier has passed his CTT, SQT, weapons qualification and PT tests, he should have gone on to a duty station and not another training station. The repetitive training only slightly improved the soldiers but that did not outweigh the dissent, discomfort and displeasure of the participating soldiers. Large numbers of men had filed for combat duty more than once and those request seemed to have been ignored. It also was quite negative for the drill sergeants to treat us like trainees. We were recalled because we had been full time active duty personnel and it was beyond insulting to suggest that we were clueless as to what we were to do. I hope that any future duty will be more considerate of the families of IRR soldiers. I hope that changes will be made to utilize professional soldiers in a more effective manner.

62. The Army should be more careful on who they recall (medical discharged, profile, age, less than honorable (general discharge), bad attitudes toward the Army. These people were not motivated and caused problems in the unit.

63. My mobilization was a waste of my time and the Army's. I was sent to a very slack unit in Europe and was taught tasks by incompetent soldiers. I was taught mortars by an E-6 Medic that knew absolutely nothing about mortars. Most all instruction time was spent with the IRR soldiers correcting the people attempting to refresh our skills. Most of the IRR soldiers I met had only been out for an average of six months. To need to be refreshed on a job as simple as being an Infantryman is pretty stupid. The job is pretty self-explanatory. On the average of what I saw, myself and the others called



back in were very motivated at first. When we saw it was one big joke and we were going to be treated like recruits by people who should be bankers and not soldiers, we lost all motivation. As for my own personal experience of waiting over a year to get paid, I have lost a lot of faith in the Government and all faith in the U.S. Army. I looked back on army time fondly until I was recalled, and now I've tried to just forget about it. I am embarrassed that I even served at times, but the Army isn't here to make good memories for it's soldiers, is it?